

PERSONNEL JOURNAL



May, 1956 -
- APR. 1957
Volume 35 Number 1-11

"How Do I Get a Raise
in Salary?"

Janet S. Dingee

Some Problems of Communication

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Employee Relations in England

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Foremen Try a New Way

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Just Looking, Thank You

V. E. Clark

Chester G. Salmon

J. T. Hutson



**They Still Need
Food Overseas!**

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THANKS TO

Company Editors
*for your continuing support
of Good Human Relations*

Just 10 years ago—on May 9, 1946—a unique American agency went into action. The place: Le Havre, France. The occasion: the first CARE package deliveries. In the packages were desperately needed food. To the recipients, victims of World War II, it meant the American people had come to help them, as friend to friend.

Since then CARE, as the representative of the American people, has compiled an impressive record:

It has delivered \$211 million worth of relief and self-help supplies, in over 15 million individual packages and in special shipments, to the people of 54 countries.

In food alone it has provided 2 billion, 100 million meals for 76 million persons. Included have been 101 million pounds of dry milk (equal to 500 million quarts), 47 million pounds of cheese, 32 million pounds of meat, 64 million pounds of butter and oils. Most of the dairy items have been U. S. farm surplus which otherwise would have lain in storage.

To help keep people warm, it has delivered 300,000 blankets, 4 million yards of clothing fabrics and 455 million yards of knitting yarn, plus needles, buttons and thread.

And to provide the health, the tools and knowledge to help people help themselves become self-supporting, CARE has delivered \$2 million worth of hospital equipment; 1,500,000 text, technical and other educational books; over 10,000 plows

and 13,500 carpentry and other types of tool kits.

But statistics tell only part of CARE's story. Its greatest achievement lies in building good human relations. Every CARE package is delivered with the name and address of the American individual or group who contributes its cost. In turn, except for the \$1 farm surplus units, donors get a receipt personally signed by the recipient. Thus, each knows the other as a real, living human being.

Most CARE recipients would have difficulty pronouncing the agency's full name: Cooperative for American Remittances to Everywhere, Inc. Yet the letters of gratitude that have streamed back from recipients to donors are convincing proof that people everywhere recognize CARE as the symbol of American friendship and good will.

None of this, CARE itself points out in a 10th Anniversary report, would have been possible without the support of America's newspapers, magazines and other communication media. By telling CARE's story, they led American housewives and school-children, corporations and labor unions, schools and civic groups, to support CARE's work.

The importance of such support continues. By carrying CARE features in employee publications, editors can play a key role in the continuing CARE story. There is no doubt that CARE is needed now as much as it was 10 years ago. Hot wars and cold wars and political upheavals have compounded human misery and international crises. Significantly, as parts of Europe achieved postwar recovery, CARE closed its services in some European countries in order to expand in the Orient. The 23 countries in which CARE now operates include such critical spots as Vietnam, Korea, India, the Near and Middle East.

For feature stories and glossies describing CARE programs your employees will find satisfaction in supporting, write to: Publicity Department, CARE, 660 First Ave., New York 16, N. Y. Today, freedom and peace are every American's business. Through CARE each of us can strengthen the human ties that will bring us closer to those goals.

PERSONNEL Journal

The Magazine of
LABOR RELATIONS AND PERSONNEL PRACTICES
Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

Number 1

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Conference Calendar

MAY

- 4-5 Milwaukee, Wisc. Schroeder Hotel
Industrial Relations Research Assn. 1956 Spring Meeting. Industrial Relations Research Assn. 135 South LaSalle Street, Room 1644, Chicago 3, Ill.
- 14-15 Chicago, Ill. Drake Hotel
American Management Association. Special Conference Collective Bargaining. AMA, 1515 Broadway, Times Square, New York 36, N. Y.
- 16-17 Washington, D. C. Hotel Statler
Society for Personnel Administration. Annual Conference. Society for Personnel Adm., Box 266, Washington 4, D. C.
- 16-17-18 New York, N. Y. Waldorf-Astoria
National Industrial Conference Board, Inc. General Session and 40th Annual Meeting. NICB. 460 Park Ave., New York 22, N. Y.
- 20-24 Philadelphia, Pa. Benjamin Franklin Hotel
National Office Management Association. 37th International Conference and Exposition. NOMA, 132 West Chelten Ave., Phila. 44, Pa.
- 23 East Lansing, Mich. Union Building
Michigan State University. Twenty-second Workshop Conference. Herbert Auer, Editor, Information Services, Continuing Education, Michigan State College, East Lansing, Mich.
- 23-25 New York, N. Y. Roosevelt Hotel.
American Management Association. General Management Conference. Frederic E. Pamp, Jr. Division Manager, AMA, 1515 Broadway, New York 36, N. Y.
- 23-26-27 Boston, Mass. Harvard University.
The Society for Applied Anthropology. 1956 Annual Meeting. Elizabeth Purcell, Exec. Secretary, The Society for Applied Anthropology, 150 E. 35th Street, New York 16, N. Y.

JUNE

- 3-6 New York, N. Y. Hotel Statler
National Industrial Recreation Assn. 15th Annual Conference. National Industrial Recreation Assn. 203 N. Wabash Ave. Chicago 1, Ill.
- 17-29 Pasadena, Calif.
California Institute of Technology. 9th Annual Summer Conferences on Personnel Administration & Managerial Development. Robert D. Gray, Director, Industrial Relations Section, California Institute of Technology, Pasadena, Calif.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices, Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

FINDING ENOUGH YOUNG WOMEN to handle a mass of clerical routine was worrying an old friend with whom I had lunch the other day. He is personnel director of an institution with a very large office staff. He said he thought he would have to consider seriously the employment of older women and young men. As a matter of fact, he had employed recently half a dozen young men and was surprised to find that he could get acceptable candidates much more easily than he could find acceptable young women.

I told him of a mid-west insurance company that has had great success employing older women for clerical jobs. They found it possible to attract a great many women who had had clerical experience before marriage and who now found that, with the family growing up, they had time on their hands.

Fortunately, this company is located away from the center of the city and can draw from their immediate area because it eliminates long travel to the center of the city. My friend talked about the coming of electronic methods and its promise of reducing the number of clerical workers necessary. He agreed readily that the achievement of this dream was still some years away and probably he had better solve his problem right away without waiting for electronics.

TEN UNITED STATES SENATORS RECEIVED \$198,000 in cash contributions from labor organizations in the 1954 congressional campaign. This is only a part of the total of \$2,000,000 shown by the records to have been contributed by labor groups to this campaign—to reward members of Congress who voted "right" and to punish those who voted "wrong".

This information was reported in the

newspapers by David Lawrence in his column dated February 15th, and he says that the information was gathered from the office of the Clerk of the House of Representatives.

In view of the fuss made over the poor judgment exhibited by a recent contribution from a business source, the cool facts in the situation seem to indicate the steady development of a "double standard" in the use of cash to influence members of Congress.

I was a little self-conscious at times in England when I spoke of an elevator only to be reminded that it is a "lift". I was heartened to learn that in Scotland they call them elevators.

IN ENGLAND I WAS GIVEN A COPY OF "The Constitution of the Joint Advisory Councils", at the Mitcham plant of Philips Electrical Industries, Ltd. This is intended to provide machinery for the discussion of points of mutual interest between management and employees. "With the express purpose of improving industrial relations within the factory and thus increasing the efficiency of the factory by mutual co-operation."

This plan of joint advisory councils is a very remarkable institution, in the light of union relations as we know them in the United States. Here is a large plant of over 5000 employees, unionized in practically every department, and yet the constitution referred to provides the machinery for discussion between management and employee representatives on all of the usual problems which arise. Specifically, it provides for application and interpretation of agreements reached between the central trade unions; conditions of employment, etc.; production; safety; discipline; and all the rest of the usual questions which arise between organ-

ized labor and management. Yet the elected committees are not union committees. In this particular shop membership on the committee to represent employees is restricted to shop stewards. This appears to be on the grounds that shop stewards have the experience to deal with such matters and have already demonstrated sufficient leadership to indicate that they are equipped to carry out the function of employee representative. The constitution explicitly provides:

"Every employee over 18 years of age will be entitled to vote, whether trade unionist or not."

The plan is very elaborate and provides for a number of committees. It goes into detail as to how they shall function and what subjects they may deal with, the latter being very broadly stated.

One of the most interesting paragraphs reads as follows:

"While the management continued to hold the view that it is the right of every employee personally and without duress, to decide for himself whether he joins a union or not, they would like to see a position where their employees belong to a union having agreements with the employers' federation, since it is only with those unions, or their representatives, that the company negotiates. Such a position would be beneficial to both parties."

This statement is typical of the attitude of the companies which I visited in England. They all negotiate with the employers' federation, and wages and other general conditions of employment are governed by these agreements. However, in every case these plants are strictly open-shop and, while nearly all employees belong to unions, many do not. The quoted paragraph emphasizes the policy of all of these companies to protect an employee in his right to join or not join a union, and to work or not work as he pleases.

The "right to work" is clearly established and firmly maintained in England, which should provide a lesson for us.

Definition of English toast: bread which has been toasted in the kitchen and brought to the table in a rack where each piece of toast can be reached by air and thoroughly cooled before eating. Still, the English breakfast is a wonderful thing. It is substantial and sticks to your ribs. The only things I couldn't get used to were the stuff they called coffee, which tasted like nothing you ever heard of, and the carefully cooled toast. It reminds me somewhat of the many breakfasts I have had in California where so often, with oranges growing all around, you have to take frozen orange juice.

AN UNHAPPY EXPERIENCE WITH THE CALIFORNIA LABOR CODE in connection with Section 1050 was discussed in the November issue of PERSONNEL JOURNAL. I have a letter from Edward P. Park, Labor Commissioner for the State of California, who says that he would like to "correct certain misleading impressions which may be obtained from it". He goes on to say:

"Labor Code Sections 1050 and 1053 do not prevent or prohibit an employer from giving truthful information about a former employee without a request for such information. They merely provide that the furnishing of such information without a special request creates a presumption that there has been a violation of Labor Code Section 1050, and that the burden is upon the person so doing to show that there was no misrepresentation and no attempt to prevent the former employee from obtaining employment."

The article by Mrs. Parke in the November issue relates her experience. Mr. Park takes a different view which we are glad to report.

COMPULSORY UNIONISM IS SPREADING LIKE A CANCER. The right of an employee to do as he pleases—to belong to a union

or not to belong—to work or not to work—is rapidly being whittled away. The trend if it continues will place every working citizen in a strait jacket; he will be compelled not only to join a union but to have dues checked off from his pay by his employer. Furthermore, the union officials who receive those checked-off dues have the right to spend them for almost any purpose, including direct political action in favor of candidates approved by the labor bosses.

It is a strange fact that in England, where unionism has existed much longer and has much more complete coverage, the union and closed shops are less common. It is very unusual for a union to receive its dues through the check-off. A large employer in England says the collection of dues is the union's problem and there is no reason to do it for them.

The National Right-to-Work Committee, Washington, D. C., has recently issued a brochure answering the question, "Do right-to-work laws help or hurt the economy?" It lists facts tending to show that the right-to-work laws do not interfere with industrial progress. The average per capita earnings of workers have grown faster in states with the so-called right-to-work laws than in the rest of the country. Non-agricultural employment has likewise increased faster and, significantly, the number of idle man-days from strikes and work-stoppages is substantially lower in the twelve right-to-work states than in the rest of the country.

PERSONNEL PROVERB

"A supervisor may 'get by' with thinking about details, but the executive must be able to think in principles."

Fred Smith, Consultant

There is a lot of nonsense put out about the evils of the right-to-work laws. The issue is a very simple one: shall an American citizen have the right to decide whether to join a union or not to join a union? The American Civil Liberties Union has not

had the courage to face up to the real issue. A letter dated February 8, 1956, signed by Allen Reitman, Assistant Director of the Union, gives a reply to my question on this subject. Mr. Reitman says, "Our labor committee is presently working on a new statement, which will present more fully our reasons for believing that the union and closed shops do not raise a civil liberties question." Apparently the American Civil Liberties Union thinks it is important that persons accused of Communism have the right to present their case and be defended, but there is no right of an American citizen to object to being compelled to join a union and pay dues, the disposition of which is outside his control.

Over the years the American Civil Liberties Union has done an outstanding job in zealously fighting for the preservation of individual rights. It has many times followed unpopular courses and has persisted in its defense of individual liberties in the face of almost hysterical public attitudes. The leadership of the Union is comprised of able, public-spirited people—men and women of extraordinary courage. It is all the more disappointing to see their astigmatism on such a vital subject as the right of the individual to join a union or not join, as he sees fit.

It is beyond my comprehension how the A.C.L.U. can have side-stepped this issue. It is more remarkable in the face of the fact that in England, where individual liberties are equally fought for, union and closed shops are less common and the check-off is likewise uncommon. In England it is the employer who is protecting the un-unionized employee, and in nearly all the important British plants the union and non-union men work side by side, even though the non-union workers are a very small minority.

The only tangible reason I have been given for the decision of the American Civil Liberties Union on this question is in their release dated February 17, 1955:

"While there is yet insufficient information as to the effect of the law on civil liberties, the history of interference with civil liberties in labor organizations gives ground for concern that they carry the *potential* danger of being used directly to obstruct the exercise of basic organizing rights like the hiring of halls for union meetings." The italicizing of the word "potential" is mine. Apparently the possibility that these laws will be used to prevent unions from hiring a hall for union meetings is sufficient ground to deny an individual the right to choose not to join a union. It is past belief how this logic will hold.

I suggest that the American Civil Liberties Union review its attitude toward the so-called right-to-work statutes of states that are intent on preserving the civil liberties of their citizens.

PERSONNEL PROVERB

The company that needs a salary standards plan is already paying for it.

W. H. Klippert

AT THE PRESIDENTS' CONFERENCE OF THE PRINTING INDUSTRY OF AMERICA many interesting experiences were recited by members of the conference. One of the most dramatic was told by Frank F. Pfeiffer of the Reynolds and Reynolds Company, Dayton, Ohio, a large printing organization. He told from his own experience how they broke up a dictatorship management that had existed in that company from the beginning. The former head had been a tyrant.

When Pfeiffer took over he found that the spirit of autocracy had permeated the whole organization deeply. The superintendents gave the foremen no freedom of choice of machinery or methods, and the foremen had similarly treated the men under them. Pfeiffer was concerned with the necessity of developing more initiative and ability to carry responsibility on the part of key men in a growing organization.

"Let's really live our new policy of

making foremen a part of management by giving them a chance to take up with an immediate superior any complaint or suggestion they may not have been able to get a hearing on," the new manager told his associates. A genuine open-door policy was inaugurated and the president of the company made himself available to anyone who wished to see him. At first there were a number of deep-seated resentments aired. Securing a hearing alone helped.

After the foremen had had a few months free access to the president and an opportunity to get rid of all their complaints and frustrations, management told them that now the same privilege was going to be made available to every rank and file employee in the organization. Anyone who wished to could go to top management with a suggestion or complaint, with no more formality than telling the foremen they were leaving the job temporarily.

The foremen didn't quite like this idea and fussed a good deal about it. But, having been given the same privilege, they could not very well deny it to their own people. The result was a gradual growth of freedom of expression throughout the organization, which brought with it a corresponding increase in initiative, which made for smoother operation and increased production.

Many companies have what they call an open-door policy but it doesn't seem to make much difference. People who try to walk through the door are often so coolly received that they do not come a second time. A genuine open-door policy, however, operates to make accessible the people who can deal successfully with complaints and frustrations at lower levels. There seems to be a great human need to be able to speak out and "get off my chest things that bother me".

Ned Hay

"How Do I Get a Raise in Salary?"

By JANET S. DINGEE
Personnel Department
Tradesmens Bank and Trust Company, Philadelphia

WE BELIEVE the answers to these 29 questions will drop enough clues that you won't need to ask this question when you've finished reading about our Job Evaluation, Performance Rating and Salary Review. For best results we suggest that you start at question No. 1 and continue reading the questions and answers in sequence.

If you believe you know all the answers and you like little tests, you might ask a member of your family or a friend to read the questions and mark you right or wrong on the answers you give.

JOB EVALUATION

1. How Does Tradesmens Decide My Salary?

First, it considers the value of the job you are holding as compared with other jobs in the bank and as compared with other jobs in the community. We call this "Job Evaluation."

Second, it considers how well you perform your job, whether you are progressing or standing still or even slipping. This we call "Performance Rating."

Third, it reviews your individual salary in comparison with the rate range established for your job and with your personal performance in that job. This we call "Salary Review."

2. Who Rates My Job?

The Job Rating Committee composed of five officers and five key employees, representing the various departments of the bank. Every two years five members retire and five new ones are appointed so that at least half the members are experienced raters.

How much are employees entitled to know about their pay? Herbert H. Herzog, Tradesmens Vice President, believes in "telling all". This is Miss Dingee's statement just as it appeared in "Tradeland", the company's publication for employees. Several years' experience with such candor on the subject has convinced bank officers that it pays to answer every question employees might raise—that the policy is constructive and wholesome in its results.

3. How Can the Job Rating Committee Know What I do?

Each member of this committee receives and studies a complete description of your duties and responsibilities. Together, the ten members of this committee represent all major departments of the bank and have had wide personal experience touching on the problems which are part of your work. If they feel they do not understand some part of your job, they request additional information.

4. Who Described My Job?

You or the person who did the work before you supplied the information to a member of our Personnel Department who, in turn, wrote a description of your job. The finished description was reviewed and approved by your department head before it went to the Rating Committee.

5. *Can I See My Job Description?*

Of course. Either your department head or the Personnel Department will be glad to go over it with you.

6. *How Does the Rating Committee Rate My Job?*

After each member has studied your job description, he compares your duties and responsibilities with the standard guides in his evaluation manual. Then he compares the values factor by factor with those of other jobs in the bank to see that your job is fairly treated in comparison with the many other jobs which have been rated over past years. Next, he gets together with his rating partner and iron out minor differences of opinion. Finally, all the members meet to discuss any remaining differences. If there should be a disagreement, the members vote to arrive at a decision. It is interesting to realize that the committee has had to resort to voting on only about 15% of the decisions made since 1953.

7. *What Factors Decide the Value of My Job?*

Judgment: the number, kinds and complexity of decisions you are required to make. *Supervision:* the nature of the supervision you are required to exercise and the number of people you supervise; and the nature of supervision exercised over you. *Money, Securities, Property, and Other Valuables:* your responsibility that these valuables belonging to either our customers or the bank are handled honestly and carefully. *Public Contacts:* your responsibility for good humor, tact and understanding in dealing not only with customers, prospective customers and the public but also in dealing with other employees and supervisors within the bank. *Age, Education, Training, and Experience:* the basic background which you need to meet the responsibilities of your job in order to do your work competently.

8. *Does the Job Rating Committee Rate Me?*

Definitely NOT. Your supervisor and department head are the only people familiar enough with your performance to do this.

9. *If I Assume New Duties—Will I Get a Raise?*

That depends. If the duties make the job much more responsible, the value of the job will increase and your salary will be reviewed in light of this added responsibility. If the duties replace some which have been discontinued or have tapered off, the value of your job may not change materially. In any case, your performance will determine whether you will receive an increase.

10. *Who Decides When My Job Should Be Re-valued?*

Your department head and/or the Personnel Department who have copies of the description of your job as it was when valued and who can determine whether the duties and responsibilities have changed enough to warrant a request for re-evaluation. You yourself can always ask for a review if you believe your responsibilities have changed.

11. *What Happens When I Get to the Top of the Rate Range?*

If your performance is good, your department head will make every effort to see that you are trained for more responsible work so that you may advance within the department. If this is not possible, the Vice-President in charge of your department in conjunction with the Personnel Department will recommend your transfer and promotion to another department where you will have greater opportunity to advance.

12. *Then I Can Expect Continual Advancement?*

Yes, within the limitations of your

own personal capacity to assume more responsible work. Sometimes, it may be necessary however to wait until you have been thoroughly trained, your replacement has been trained, and the promotion may be made without upsetting the personnel of other departments.

PERFORMANCE RATING

13. *How Will I Know Whether My Performance Is Satisfactory?*

There are three ways for you to find the answer to this question:

The first is through your daily working contact with your supervisor.

The second is an informal conference with either your supervisor or department head in which you review your performance over the past six months or year, stressing the way you have handled actual work situations.

The third is a conference between you and your department head or a member of the Personnel Department to go over the performance report in your file.

14. *Who Performance Rates Me?*

In all cases your supervisor and/or department head. Wherever possible, both your supervisor and department head discuss your progress before completing your report. This tends to give a broader picture of your performance by bringing out your good points and your weaknesses and by minimizing the chances of personal favoritism.

15. *On What Qualities Am I Performance Rated?*

Working Relations: your willingness to help others and your ability to work harmoniously and effectively with people, including: Your fellow employes, your superiors, your subordinates, people from other departments, the bank's customers and the public.

Amount of Work: the number of assign-

ments you complete in your over-all day-to-day work.

Quality of Work: the thoroughness, accuracy, and orderliness of your work.

Dependability: the amount of supervision you require in turning out the required volume of work and the desired quality of work.

Over-All Performance: this covers not only the above qualities but also all other important qualities, such as:

Interest: the interest you demonstrate in your immediate job, the work of your unit, related work, Tradesmens Bank, and in the field of banking.

Knowledge: your knowledge of your own and related work.

Ability to Grasp and Retain Instructions: your ability to grasp explanations, master new routine, and your ability to retain this knowledge.

Judgment: your ability to make decisions and the wisdom of your decisions in the absence of detailed instructions.

Ask yourself these questions:

—Do I consider all the significant facts before deciding?

—Am I able to select the key facts and weigh them properly?

—Do I foresee the results of my decisions?

—Can I make up my mind when faced with a decision?

Initiative: your ability and your willingness to think and do things without prompting or in the absence of your supervisor. Your resourcefulness in solving ordinary difficulties in your work and in offering suggestions for improvement.

Appearance: your personal grooming, the appropriateness of your clothing and your carriage.

Attendance: the frequency and duration of any absences you may have had.

16. *Is My Performance Always Reported on a Standardized Form?*

No. No form can ever hope to cover

all the personal aspects which crop up. Informal memorandums and/or comments about your accomplishments, difficulties, and shortcomings may be added to your file.

17. How Often Is My Performance Rated?

If you are a new employe or have recently been transferred, your supervisor or department head prepares a preliminary report within 90 days to indicate your friendliness, the regularity and promptness of your attendance, your attitude toward instruction, the interest you show in your work and the other work of your department, and the qualities you have which he thinks will make you become a good permanent addition to your department. After you have been on the job for six months, your supervisor or department head prepares a regular performance report. Every six months during your first year and a half a new report is prepared. After two years of satisfactory performance, this report is prepared annually. If your performance is erratic or is improving or slipping rapidly, your work will be rated every six months in fairness to you.

18. Where Are My Performance Reports Kept?

In your file in the Personnel Department.

19. Can I See My Performance Rating?

Through your department head you can make arrangements with either the Vice-President in charge of your department or the Personnel Department to go over your performance report.

20. Will I Get a Raise If I Improve in Any Quality?

If your performance is already satisfactory, every noticeable improvement will increase your chance of getting a raise. If your performance was not quite up to par, every sustained improvement helps to make

you a more desirable employe and therefore more secure in your job. Whenever your salary comes up for periodic review, your entire file—including all your performance reports and memorandums as well as your attendance is carefully examined. Sometimes you will need to improve a great deal in more than one quality before your department head and the Vice-President in charge of your department feel your work is worth an increase in salary.

21. Who Can Answer My Questions About My Performance?

If in doubt, call the Personnel Department who will direct you to the proper person.

SALARY REVIEW

22. How Often Is My Salary Reviewed?

If you are a new employe, your progress and salary are reviewed 90 days after your employment. Thereafter your progress is reviewed every six months from the date of your employment or from the date of your latest increase. This applies to all employes except a few senior people who are reviewed on an annual basis.

23. Who Reviews My Salary?

Each month the officer in charge of your department receives a list of every person in his department whose performance is coming up for review the following month. Your supervising officer is asked to make recommendations to give or not to give increases to the various persons listed, and the amount of each increase. In most cases he will consult with your department head and/or supervisor so that he is up-to-date and thoroughly informed about your progress.

During the review of your salary, your performance, your progress, your status in relation to the rate range for your job and in relation to other employes who may be doing the same kind of work are all considered before any decision is made.

24. *What Factors Determine Whether I Get an Increase?*

The four basic factors which determine whether you get an increase are:

One: a comparison of your performance with the requirements of your job. For example, if your work requires accuracy and thoroughness, how well do you measure up to this requirement? If it requires judgment, how good has been your judgment? If it requires tact, how tactful have you been?

Two: a comparison between your performance and that of the other people in your particular line of work. For example, do you produce the most work and the most accurate work? Do you have the most errors? Or, are you somewhere in between these two extremes? This comparison is made so that the best performers will get first preference in any merit increases to be granted; the next best performers, next preference; and the poorer performers will not be favored.

Three: a comparison of how well you do your work today with how well you did it six months or more ago. This is done so that your self-improvement may be adequately recognized.

Four: a comparison between your salary and the rate range for your job as established through our Job Evaluation program, so that you will be neither underpaid, to the detriment of yourself; nor overpaid, to the detriment of our other employees.

25. *How Important Is My Attendance?*

When your salary comes up for review, your attendance plays an important part. If you are frequently absent—even for one or two days—your absence can be quite disrupting to the smooth functioning of your department. We believe most of our people have enough consideration for their bank associates to try to lead the kind of life which permits them to be on the job except in cases of unavoidable illness. For those who are unfortunate enough to be-

come ill, in spite of good health habits, we are sincerely concerned and try never to penalize them by rejecting increase recommendations when their salaries are reviewed.

26. *Who Decides the Size of My Increase?*

Your supervising officer makes a recommendation subject to the approval of the Salary Review Committee. In most cases, his recommendation stands.

27. *What Is the Salary Review Committee and How Does It Affect My Salary?*

This is a committee composed of five Vice-Presidents cooperating with the Vice-President in charge of your department. Once a month the Salary Review Committee reviews all increase recommendations for the entire company to see that they are in line with your rate range, your standing in your group and your progress as recorded by your department head in the Personnel files. The committee has the advantage of being able to compare increases recommended in all departments so that one department cannot be favored at the expense of another. It also compares Tradesmen's salaries paid with those paid by other companies in the Philadelphia area.

28. *Does the Salary Review Committee Rate My Performance?*

No. The committee is guided entirely by your performance record which comes directly from your supervisor and department head.

29. *Who Can Discuss My Salary with Me to Answer My Questions?*

If you have a question about your salary, the Personnel Department will be glad to try to help you or to direct you to the proper person for an answer. In general, the Vice-President in charge of your department in cooperation with your department head are the only people who are in a position to know what appears to be your future with the company.

Some Problems of Communication

By JACK H. EPSTEIN
Training & Development Division, OCP
Department of the Army

MANY problems are caused by, as well as solved by, communications. Realization of this accounts for the ever-increasing interest of top management in the subject. In our own Research and Development organization, employing about 1600 civilians and 200 military people, Colonel H. F. Sykes, Jr. stresses executive development and better communication as a management device. While the following examples come out of our laboratories, they apply to any organization.

To begin with, let me define what I mean by communications: it is to make known what is meant or intended by the written or spoken word, by facial expressions, intonations and other actions, by attitudes or manners—and to be reasonably sure that the message is understood. No attempt will be made in the following to arrange the problems of communication in order of importance. Most of the problems usually consist of inter-relationships between more than one cause and effect.

The first problem is people's general lack of ability to express themselves, or their lack of ability to receive. I use the word *receive* in the sense of being "tuned in" to the exact "wave-length" of the intended meaning and letting the other person know that we understand. Any person attempting to communicate must first know what he wants to convey. Not only must the communicator be qualified to communicate, but the receiver must be qualified to absorb that particular communication.

Suppose a supervisor in an accounting department wishes to write a memorandum to employees in his unit about a new salary and wage policy. This supervisor must

How much better our every relationship would be if we were expert on both the sending and the receiving ends of communication. The author treats of difficulties in practicing the art, and makes clear by examples what he means.

have a complete understanding of what he wishes to say, based on his understanding of salary and wage administration and the new policy. This is especially true if the supervisor is trying to pass along information received from someone else.

Of course we also have to be concerned with the employees' qualifications to receive communication, to have insight into what is intended by the message, and to "echo" this insight back to the supervisor—lest a disturbing morale problem arise from a lack of understanding. For example, an expert in executive development communicates with a neophyte in the same field. During the conversation, the expert uses "appraisal-counseling and review". The neophyte, unfamiliar with the term, may resort to many actions, a probable one being a simultaneous nod and spoken "Uh-huh" in an attempt to avoid embarrassment. The expert, who fully understood his own purpose, assumed the youngster to be qualified to understand the meaning intended and took the "Uh-huh" to signify such understanding.

Another aspect of this problem is whether the communication is received in the intended sense. As an example, a native of Miami goes to New York in July to be

interviewed for a job as a sport-shirt salesman with Florida as the territory. He decides to go for the interview in one of the firm's Hawaiian-type sport shirts, and as he walks into the interviewing executive's office he is greeted with "Hell-O", plus a raising of eyebrows, and is then asked to sit down. Did the executive receive the applicant's communication in the sense it was intended? Did the applicant receive the executive's meaning expressed by the one word "Hell-O", his intonation and the raising of eyebrows?

MAKE YOUR MEANING CLEAR

Still another example is that of a supervisor saying to an employee, "Joe, how're ya doin' on that report?" Joe might take it to mean that the supervisor is pushing him to get the report finished, whereas the supervisor may have meant nothing more than to start a conversation. On the other hand, Joe could be right. You can probably think of many similar examples in your own experience.

To make it clearer, let's look at another example. Recently, I had occasion to ask for assistance to conduct a conference leadership course. My superiors did not send the request forward because it was thought that I was asking for constant assistance when, in fact, I meant assistance only for one time. Further examples can be found in the way top people write orders, memorandums, and policy statements to the field and how the field people "receive" and understand these.

Timing of communication is a second problem. An example is the supervisor who wishes to transmit information to get the desired results. Shall he send it on Monday? Perhaps Wednesday would be better. In this situation the supervisor is faced with a decision involving actual time as well as judgment. Another example is the one typified by the stereotyped cartoon of an employee preparing to ask the boss for a raise. If we analyze this situation, I think we will

agree that the employee considers when will be the best time to approach the boss and he also decides what to say and how to say it at the time.

Still another problem is the choice of means of communication. I'm certain that all of us have been faced with the question of what is the best way to get across what we mean. When shall I try to communicate? Who shall do it—I or someone else? Shall I write it? Do it via phone? Communicate face to face? What effects will be lost or gained if I use the phone? Is it important for me to see the reactions to my communication?

Consider for a moment a job interview. During the course of the interview the interviewer, who hasn't been smoking, offers the interviewee a cigaret. In the matter of a split second the interviewee considers where he is, why he is there, what he is there for, who is with him, and possibly how he is going to accomplish his mission. In other words, the job applicant considers all the factors and decides whether or not he will accept the offered cigaret and, more important, what he will communicate to the interviewer by accepting or refusing.

CONSIDER ORGANIZATION STRUCTURE

Another problem is organization structure and channels for facilitating the free flow of communications. This is important and takes into consideration not only the organization chart, but also how the particular "informal organization" functions in communications. Many organizations unwittingly do not provide for three-way communications—up, down and across. Top management is not only concerned with getting policies and procedures down and across the organization to each employee but is, or should be, concerned with getting information coming up to the top.

The final communications problem, considered by some as all-inclusive, relates to human relations. Perhaps not all human relations problems stem from communica-

tion; but many, if not all, communication problems stem from human relations.

What I have in mind in this connection are such things as empathy, questioning, personality, emotions versus logic, value judgments. I will try to deal with those elements one at a time. I have come across an axiom or "principle" of communications which states that the art of communication is listening sympathetically. I suggest that we would do better to listen *empathically*. By empathy I mean putting yourself in the other fellow's shoes. Consider yourself sitting next to a driver of a car when suddenly an emergency situation arises. You find yourself pushing down on the floorboard with your right foot as the driver pushes down on the brake pedal. Or you are at a track meet where a pole vaulter is trying to clear the bar. You and others lift yourselves out of your seats in an effort to help the vaulter across the bar. That is empathy.

When someone communicates with us do we make it a practice to put ourselves in his shoes for the sake of understanding what he means? Do we practice empathy when we are trying to communicate to another. Too many times we hear rather than listen, and too often we communicate *to* rather than *with* people.

COMMUNICATE BY QUESTIONS TOO

Now for questioning; many authorities have said that the best executives are those who ask the most questions of their people. An example of questioning is the non-directive interview. Still another is when the junior executive brings a problem to his boss and asks, "What do you think I should do?" It is easy to tell people what we think they should do, but how much more effective for the employee's development if we come back with, "Well, have you thought about . . . ?" "What have you come up with so far?" or "Joe's shop is involved in this, do you think it is the right time to bring him in?"

Many management communications

must be concerned with the question of emotions versus logic. People have many feelings, sentiments and beliefs which are of importance to them and hence to the executive. In consequence, the executive must be aware of these non-logical elements and must have some means of coping with them other than by logical argument. How many times have you been in such a situation.

Value judgments which people tend to place on ideas, and on other people is another specific of the human relations problem in communications. A mental block toward an individual, no matter what is communicated by that person, can immediately wreck any attempted exchange between them. How many times have you found yourself saying, "This guy has lame-brained ideas and I'm not going to pay any attention to what he has to say." The individual in some fashion does not fit into our own pattern of values which we have developed over the years. We like or dislike an individual and are attentive or inattentive according to our preconceived value judgments.

PARTICIPATION AIDS IN COMMUNICATION

One way to improve communications in an organization is to create a climate of participation while at the same time maintaining discipline. On this point I have in mind the difference between a leader and a boss. An organization should be on the alert to develop a business climate which leads to acceptance and respect up, down and across organizational lines, trying to change those attitudes which are not conducive to that climate.

It is often well to have a full discussion of a problem before issuing a communication. By doing this we can assimilate what others mean and issue communications which will be most readily accepted and get the required action. We in our training group sound out supervisors on all levels about needs for training. We also sound out

those who might participate in training programs, not only for ideas but also for attitudes towards certain kinds of training. When sufficient data is assembled the decision is made about a program. Finally, a communication about the decision is issued.

All of us have to consider constantly the effect of our assumptions on the communications process; how people operate and our pre-determined idea of how a person will react to communication—or our subconscious pre-determined decision as to how we will react to the other fellow. Are we correct in our assumptions? Are they based on bias? Do they lead us to stereotyped behavior? When we hear, see, or read something from an individual do we immediately set up blocs and assume what we think he means? The next time we are in a com-

munication process, let us try to recognize our assumptions and their effect.

Top management of the Laboratories has supported the continuation of our written communications course for project engineers. While the course is aimed at improving the technical report, we have found a carry-over of improvement to the general writing skill of the engineer. His letters, memoranda, interim and progress reports have also improved.

My last suggestion deals with organization mechanics. Organizational channels must be conducive in the highest degree to the best in communications in relation to the kind of business we are in. Also, organizations should become aware of the fact that certain communications should or may by-pass certain channels.

About the Authors

Janet S. Dingee during the past thirteen years with Traders Bank and Trust Company of Philadelphia has worked on practically every phase of job evaluation, performance rating and salary review. Miss Dingee earned her B.A. in economics and sociology at Goucher College, and has taken "a dozen selected courses" at the University of Pennsylvania.

Jack H. Epstein, who has been in personnel administration for about 12 years, last appeared in these pages in September 1955. He is now headquartered at Washington, D.C., where he is a training officer with the Executive Appraisal and Development Branch of the Office Civilian Personnel of the Army. He has a B.A. from Brooklyn College and an M.A. from Columbia; is on the faculty of Catholic University at Belvoir, Virginia.

Moorhead Wright has been with General Electric since graduating from Cornell in electrical engineering in 1927, doing both engineering and sales work. After a tour of duty as manager of employee relations of Hotpoint, Inc., Chicago, he became Assistant to the President of that company and put on a comprehensive program of organization and manage-

ment development. For the past three years Mr. Wright has been Management Consultant in G.E.'s executive offices in New York, doing research on management development. He is president of the Laymen's Movement for a Christian World.

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Chester G. Salmon has been with Bausch & Lomb Optical Co. since 1930, having worked at first in both the Patent Department and the Scientific Library. He gradually evolved into a full-time, self-made librarian who is greatly interested in "micro-card" uses. He is a member of the local Library Club, and was treasurer of the Western New York chapter of the Special Libraries Association.

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Employee Relations in England

By EDWARD N. HAY

RECENTLY the assistant editor and I had an opportunity to examine employee relations practices in England, with which most of us are entirely unfamiliar. We visited only five companies, all of them very large or moderately large. We realize that they did not provide a complete cross-section of British employee relations practices any more than those of the DuPont Company would in America. They are, however, at least typical of practices in the larger companies.

We received several strong impressions, the most outstanding of which was the high degree of development of employee relations practices in these large English companies. Frankly, we were surprised to find them so advanced. It is our distinct impression that their programs are equal to those of the best American companies, and of course far ahead of the average. Several other strong impressions remain with us. One of them concerns their excellent progress in executive development. Another was the comparative infrequency of the closed shop, the union shop, and union dues check-off. An unfavorable impression was made by the well-known tendency of British labor to restrict production.

The largest of the companies we visited was Unilever, of which Lever Brothers is an off-shoot in this country. We were cordially received there by Mr. H. P. Sykes, who is personnel officer for the central office staff of salaried employees, about 5,000 in number at the London headquarters. The company has 40,000 employees in Great Britain and more than 200,000 in other parts of the world, and they are engaged in a wide variety of business.

The next in size was Imperial Chemical

How do personnel problems and practices in England differ from those in this country? The editor and his wife, Doris Hay, brought back some answers following a brief visit to Britain. In certain respects, notably executive training and development, they found we have much to learn from our British cousins. The second chapter of the report will be presented next month.

Industries, where we were received by Messrs. Bristowe and Grint. The former is in charge of the personnel function of the company as a whole, and Mr. Grint deals with labor relations for the overall corporation. This company has about 100,000 employees.

Another visit was to Esso Petroleum, which is controlled by Standard Oil of New Jersey although it operates with almost complete independence. Here we visited Mr. E. L. K. Frost, employee relations manager. This company imports oil from the Near East, refines it, and has a large sales organization, about 14,000 people altogether.

Another company was the Kodak Works, which is a subsidiary of Eastman Kodak Company although, again, operated with almost complete freedom from the parent company. We were received by Mr. Coppen, personnel manager, and his assistants Messrs. Walker and Landon. This company has about 7,000 employees.

The fifth company was Philips Electrical Industries Ltd., a division of Philips Electrical in Holland. Again, like the subsidiaries of the American companies,

it operates very independently. At the headquarters office in London we were received by Mr. D. F. Hutchison, chief personnel officer of the corporation. Later we visited one of the largest plants, at Mitcham, outside of London, where we met Mr. Ross, plant personnel officer. This company has about 9,000 employees in England.

We were received in every case with the greatest cordiality and given all the time and attention we desired. Our net impression of the eight or ten personnel men seen was that they are outstandingly able and all have in common a statesman-like view of their responsibilities. We were impressed too with their sound ideas about corporate organization.

In every case these men properly regarded themselves as staff-advisory to line officials. The way in which this relationship was carried was illustrated by many interesting comments. One man said that the company policy is that "managers should manage"; his function was to assist them and his success was judged by the extent to which they continued to ask for help.

ORGANIZATION OF PERSONNEL FUNCTION

Most of these companies have employees in a number of locations. In all such situations the local personnel manager is responsible to the resident manager and only has a functional relationship to the chief personnel officer at headquarters. This of course raises a difficult problem of communication, not only between the regional personnel officers and the corporate personnel officer but also between personnel officers in different locations.

The solution to this problem in one company was very interesting. The regional personnel officers, along with other functional heads, attend the meetings of the regional manager. The corporate personnel officer similarly meets with the managing director of the corporation and the other company directors who are division heads.

In addition, there are periodic meetings held by the managing director, which are attended by the regional general managers; the results of the meetings are carried back by each general manager and made available to his local division heads, including his personnel officer. Similarly, the corporate personnel officer holds meetings several times a year which are attended by all the personnel officers, both from headquarters and from all of the regional units. Since the central corporate personnel staff is engaged mainly in the development of policy, this provides an orderly means of communicating policy suggestions outward and downward and bringing upward and inward the experience on these matters, which further assists in the development or revision of policies.

DIVISIONS OPERATE INDEPENDENTLY

In the belief that a review of some of the highlights of English practice would be of interest to American employee relations people, I will summarize some of the more important points.

An interesting treatment of policies in one company was that central staff develops only recommended policies. They do not require the different divisions to adopt any particular personnel policies, although I was told that there is a high degree of acceptance. This is a very large company and it is important that delegation be rather complete. This delegation, then, extends to freedom in accepting or rejecting recommended personnel policies.

In another company, personnel policies had never been reduced to writing completely. The corporate personnel director had found a way to achieve some unity in the course of his training program for new personnel officers. This was to have some of the trainee personnel people search out all of the policies and write them out for a loose-leaf handbook. The ostensible purpose was to make the policies available to all trainees, but in fact some of the line

people are beginning to find them valuable, and it appears that this impulse will gradually bring about the adoption of a complete code of personnel policies.

In these five companies salary administration is highly developed, but in no case was there any formal evaluation of jobs. One of the companies had experimented with a somewhat complicated point plan, applied to supervisors and lower managers. They had so much trouble with keeping the descriptions up to date as small changes in the jobs occurred that they finally had to give it up. In general, the attitude toward any formal job measurement such as job evaluation is one of caution and distrust.

SOUND SALARY ADMINISTRATION

In salary administration, on the other hand, these companies all seemed rather advanced. All followed some form of classification of jobs and several of them have a series of what they call "benchmark" jobs, which are very carefully compared and classified to form the basis for subsequent classification of all other jobs. At least one company is moving into a definite program of job descriptions.

In all of the companies there is a policy of central salary review, usually with personnel department participation, for a small number of the jobs at the higher end of the organization, but decentralization of salary administration for all other jobs down into the operating units. One company employs what is sometimes called the "compa-ratio", which is the ratio of salaries to rate-range mid-points. One of these companies has for years followed the policy of requiring departments to maintain the ratio at 100. This ratio is widely used in the States. I was surprised to find how much money is spent on raising salaries in the salary group. One company had spent 8% of payroll in recent years, and another company more than 7%. These figures are high by comparison with American practice.

Merit rating procedures as an adjunct to salary administration and for other purposes do not differ much from those in this country. Some companies use merit rating and have fair success, and others have either not used it or have been rather unsuccessful. I did not find anything unusual. It is something of an annoyance there as it is here, since no one has ever found an easy, automatic way to handle it.

As we know, unionism is more advanced in England than in this country. However, it surprised me to find one of these plants with almost no union representation. This is the exception rather than the rule. In most cases, the companies are highly organized, and in every case but one the companies told me that they recommended that new employees join the appropriate union. There was no compulsion, however, since these companies are open-shop and have many non-union employees. Indeed, they all expressed a firm policy of protecting the non-union employee. I was told that the union shop and the closed shop are not too common in England, though many trades are open only to union members. Check-off, too, is not universal in England and it was not practiced in any one of the companies that I visited. One personnel officer remarked that they considered this strictly a union problem. In brief, it may be said that the "right to work" is well preserved and jealously protected in these companies.

"JOINT CONSULTATION" WORKS WELL

"Joint consultation" is common in England and I was told about it in detail in two of these five companies. It was quite surprising to see how much of the employee-employer relation was carried on through committees under this method of "joint consultation". This practice was especially highly developed in two of these companies. In one of them—the unorganized company—it is a systematic way to maintain regular relations between employees and manage-

ment, and the committees are made up half of management appointees and half of elected employees. In the other company the elected employees must be shop stewards; no others are eligible for the committee. They are elected, however, by fellow employees, including non-union. There are separate committees for office and shop employees; indeed, unionization of office employees is uncommon and does not exist in any of the companies I visited. Unions for professional people are also not common. In one company such a union was developed and still exists but it has lost influence to a point where it is almost ineffective. This arose in part from the fact that it was at one time communist-dominated.

MORE JOBS THAN WORKERS

England has a difficult employment problem at the present time, because employment is very "full". I was told in a number of locations that there are from 300,000 to 500,000 jobs seeking applicants continuously. This means that there is a great deal of turn-over and that the floater or dissatisfied worker is able to and does move from job to job more or less continually.

Several of the companies make a habit of employing office workers as beginners, as they come from school. The school leaving age is 15 there. One of these companies has a very carefully thought-out training plan for new employees. They teach them typing and shorthand and other office skills, since at that age most of them do not have this training.

One company which has a great deal of small parts manufacture and assembly is developing a practice of having small manufacturing units that are widely scattered. They select by preference areas where there are no other manufacturing plants and tap a labor reservoir not otherwise available, since these people cannot travel far enough to reach other plants. They have

many interesting assignments for young personnel people in these isolated localities. They find, too, that this type of labor is not so susceptible to unionism, and turnover is much lower. The competition for labor in established locations is so intense that something had to be done to enlarge their labor market.

The selection of technical graduates receives a great deal of attention. Two of these companies employ not only college graduates but also mature non-college people by the use of a selection panel. This selection process involves having the applicants meet in groups around a table for discussion. The applicants are observed by the employment people, who do not take an active part. The story of this panel selection method as practiced by Imperial Chemical Industries will be told in a future issue. This panel method is used to a limited degree in this country. The two companies I know here that used it were enthusiastic about its advantages in making sound hires.

DEVELOPING PERSONNEL PEOPLE

All of these companies pay a great deal of attention to their personnel staffs. Two of them have rather different policies; in one it is the practice to bring into the personnel department a group of trainees, both women and men. They are selected from people who have had preferably an academic college degree, followed by one or two years of specialized graduate work in personnel and business administration. They are then put into the central personnel department for a short period, after which they are given experience in regional operations. Eventually they find their way into a regular assignment. In the other company, however, I was told that they insist on having people who have had management experience, preferably in a supervisory capacity. They believe that a personnel officer is better equipped if he has specific

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Foremen Try a New Way

By MOORHEAD WRIGHT
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THE word *work* is used 1,040 times in the Bible, second only to the word *love*. This Scriptural emphasis on work is of personal interest to me because I believe a man's religion is or should be an integral part of his work; just as his work should be an integral part of his religion.

That other businessmen share this belief is indicated in the growing number of companies which have hired industrial chaplains, encouraged the formation of prayer and discussion groups among workers, and built meditation chapels. My own company conducted Lenten services within the plant this year to overflow crowds in a 1,500-seat auditorium.

There is one outstanding example in my own experience of how religious principles can be built into the actual conduct of a business. It has to do with the Foremen's Club of Hotpoint Company, a division of General Electric, with plants in Milwaukee, Wis., and in Chicago and Cicero, Ill., employing thousands of people.

In 1947, the Hotpoint foremen who operated the metal fabrication shops in Cicero, Illinois were basically competent men. Their Foremen's Club was of long standing with activities confined to social events and speaking programs on sports and other general subjects.

It was at that time that Jim Nance came in as president. Nance has a theory that you should always keep employees informed as to what the company is trying to do and what part the employees play in the pro-

What the Foremen's Club of the Hotpoint Company actually did was to put the Golden Rule to work. The results in better morale, reduced turnover and fewer accidents are presented as an example of applied Christianity. The "ten guiding principles of foremanship", thoroughly understood and faithfully followed, could work wonders in many another company.

gram. He believes that if you demonstrate your confidence in them by your actions as well as your words, you will create a working climate in which men can act on their own initiative, think for themselves, and develop into more effective men.

"You are our key men," he told them, "We will meet regularly to discuss company policy and thrash out ways to make the company more efficient and a better place to work. This means you need to change your attitude toward your job. The management team should take its orders from situations, not individuals."

A few hours later several of the foremen came to see me. I was Mr. Nance's assistant.

"What's this about taking orders from situations?" one said.

"That's what the key man has to do," I replied. "It's no cinch. You've got to dig down and really find out what the job is all about."

"We know our jobs."

"Sure. But are you willing to admit there might be room for improvement?"

As a result, the foremen were one of the

This is a copyrighted article which first appeared in the November 1955 *Gaudepost*, inspirational monthly for all faiths, published at Carmel, N.Y. at \$2. a year.

first groups to take a challenging new look at their plant procedures.

They began with some healthy self-criticism of their own leadership. Out of this discussion they wrote "Ten Guiding Principles of Foremanship." These are:

THE TEN GUIDES FOR FOREMEN

1. Put yourself in the other fellow's shoes.
2. Give clear and concise instructions.
3. Be fair and give credit and recognition.
4. Handle complaints personally and promptly.
5. Develop inquisitiveness about the job.
6. Keep your promises.
7. Develop and use good judgment.
8. Develop true humility.
9. Learn to know your employees.
10. Lead; don't command.

Point eight, to some, might seem out of place in a hard-boiled business operation. Many foremen feel that they must maintain a dominant position over the people they direct. Yet the Hotpoint foremen found that they could develop and practice humility without any sign of weakness and that their people respected them for it.

Then it became apparent that one of their principal problems was represented by guiding principle No. 9, which called for them to know their people. To correct this, the foremen decided they needed a notebook in which to record the names and facts about their co-workers. This would tell whether they were giving proper attention to each individual.

To their amazement, the foremen found on their first check that they really knew well only about 20 per cent of their people, and that they had hardly exchanged a word with the other 80 per cent in months.

Learning more about their people enabled the foremen to handle certain problems that formerly would have been tossed at the personnel department. For example,

one man, because of a skull injury, was unable to stand the vibrations of the machine to which he was assigned. The foreman, putting himself in the other man's shoes, quietly arranged to have him transferred to a job in another department without loss of pay.

A panel was formed on mutual assistance to handle problems in a practical realistic way. If Pete Pitlik in the wiring department had trouble getting his quotas out on time the panel went down to study his shop and help him in any way they could. When we opened a jet engine plant, they conferred for days to figure out how many of their best men they could send down to help the foremen in charge of the new operation get it off the ground. In the past a new plant might well have been a dumping ground for feet-draggers and trouble makers.

THE GOLDEN RULE AT WORK

As the program developed, it became apparent that the whole process on which they had embarked was the *Golden Rule at work*. They named their personal notebooks their Golden Rule Books.

As they continued to practice Christianity in their dealings with their people, they found that there were great gaps in their knowledge of the subject. For instance, they knew that the keystone in human relationships is confidence—confidence between the leader and the led—and yet they could find no definition of confidence to guide them.

With typical initiative they embarked on the Confidence Project, in which teams of foremen armed with a tape recorder interviewed prominent businessmen, educators, and clergymen of all faiths. In these interviews, they asked for guidance about the factors which build confidence and the factors which destroyed confidence.

By playing back the recordings of these interviews, the foremen found support for their thoughts about Christianity in busi-

ness. The words of the clergymen, stressing concern and love for others, had profound effect on their attitudes toward their people and their jobs.

Other results of their program: better morale among employees; less turnover and fewer accidents.

Most impressive was the personal development in the foremen themselves. In 1947, as already stated, they were good shop bosses. Four years later they emerged as fine businessmen and good human leaders of their people.

There are several other significant conclusions to this story:

First, the men did it themselves. It was not a formal company program. It is something they did voluntarily as soon as they saw that the company climate was favorable for such an activity.

Second, it was a slow process, representing a very gradual change over a period of four years' time.

Third, it was a permanent change which will be passed on to the foremen of the future.

Fourth and most important, they are practicing in their daily work the philosophy of Christian service, unselfishness, mutual confidence, humility, and love of their fellow men.

About the Authors

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J. T. Hutson, formerly a staff specialist with General Electric at Nela Park in Cleveland, recently joined the Cleveland Clinic Foundation as assistant personnel director. He went to General Electric upon graduation from the Department of Hotel Administration at Cornell, class of '41. Mr. Hutson is an enthusiastic member of the newly-formed Ohio Wage and Salary Association, and suggests that interested people write John Smith, Personnel Department, Formica Company, Cincinnati, for information.

Employee Relations in England

(Continued from page 19)

and direct experience in actual management.

Employment of the handicapped is handled interestingly in one plant. It seems that in England an employer may be required to have as much as 3% of his payroll drawn from the disabled. The definition of "disabled" covers a wide variety of handicaps, not necessarily service-connected or bodily in nature. This particular company has a much higher percentage than this, but they handle them as they do their Jamaican Negro workers, by scattering them throughout the departments of the plant. They allow no concentration, as they do not want pools of discontent or special interest. They have been very successful both in keeping people effectively at work and contented.

(To be continued)

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Just Looking, Thank You

DEFENDS FEDERAL PERSONNEL OFFICERS

THANKS to V. E. Clark, a Federal civilian personnel officer in California, for his "rebuttal" to an article in our February number by Gustav C. Hertz. The article was headed *Federal Offices: 8 Criticisms of Their Personnel Administration*. Mr. Clark notes that his views are not necessarily those of his department. He says in part:

First, from reading Mr. Hertz's article, I wonder how much contact he has had with operating personnel officers in field installations? Most of the situations of which he complains are the exception in the field, where most personnel work is done. The reason I feel he is not speaking of field personnel officers is his statement in paragraph 7, "It does not seem to me that the Government needs to pay \$10,000 per year for that sort of rule-book advice." In order to earn \$10,000 per year, the personnel officer would be a GS-14. While I do not have actual statistics, I would estimate the average grade for active civilian personnel officers to be GS-11 or GS-12, with starting salaries of \$6390 or \$7570 per year. There are very few at grade GS-14.

Now to discuss each of his 8 criticisms and how they would apply to a field activity.

1. "Our personnel office doesn't help our line organizations on their personnel requirements."

We have in our offices employees known as Employee Utilization Technicians. They are personnel specialists in the fields of recruitment, placement and employee relations. Each one is assigned to specific organizations having a total of 600 to 800 employees. These E. U. Technicians spend an average of 75% of their time outside the personnel office working directly with operating supervisors at the work site. Through continuous assignment to a particular organization, they become very familiar with the supervisors, the employees, the mission and any problems which might arise. They not only know that Susy Glotz is expecting a blessed event, they frequently suspect it before she does. They are as familiar with future requirements as

the operator, through their continual contacts with him.

2. "Our personnel office doesn't give us the staff support we need."

This complaint isn't too clear. I, and all of the members of my staff, continually talk with operating personnel to try to keep on top of what they want and need. In the field of training, for example, we also have a Training Board composed of both top operating officials and personnel people. This board constantly analyzes training needs and approves training programs, usually well in advance of actual requirements so that needed training can be completed by the time the new skills and abilities are required.

3. "Our personnel office lives in an ivory tower—they don't seem to know what's going on."

The answer given in paragraph one would apply equally to this criticism. Continual association with an operation at the site of the operation makes it possible for the personnel man "to know what's going on." I might add that the Chief of the Employee Utilization Branch and I both make it a practice to spend part of every day at various work locations talking to supervisors and employees. This practice is very common among personnel officers of my acquaintance.

4. "Federal Personnel Directors are negative rather than positive in their attitude towards personnel problems."

Perhaps we have to plead partly guilty to this one. If all of the laws, rules and regulations we are required to enforce were on one shelf, it would be 40 to 50 feet long. These volumes, no doubt, contain more than "a dozen reasons why something couldn't be done." However, they also usually contain at least one reason why something could be done when it is really worth doing. A conscientious personnel officer (and I would consider most of my acquaintance to fit this category) tries to find out how something can be done before, as a last resort, he says no. However, if it is necessary to say no, it is usually to prevent his boss from breaking some law or regulation which would get his boss into serious hot water.

5. *"Our personnel office consists of red-tape artists and paper shufflers."*

How true! Unfortunately, about half of my staff does nothing but shuffle papers. If we could eliminate part of this, more of our limited personnel force could be put on some of the necessary staff work. But, why are we "red-tape artists and paper shufflers?" Nearly every piece of paper we handle can be traced back directly to a requirement established by Congress. Many of these are essential to accepted principles of the "merit system." Some could be eliminated. However, I believe that this criticism is misdirected at personnel officers. We dislike it as much as any executive.

6. *"The federal personnel office tends to protect the interest of the employee to the detriment of the interests of management."*

This seems to be the old plaint, "You can't fire a Civil Service employee." I am tired of hearing this statement. We, and other personnel offices, fire unsatisfactory employees regularly, probably easier than many personnel directors in private industry fire union employees. We do have a "merit system" and one of the principle tenets is that employees must be protected from capricious actions of supervisors. However, any warranted disciplinary action, including removal, may be taken with no difficulty. Contrary to the article, there are many published statements concerning obligations of employees, and these are repeatedly brought to employees' attention.

7. *"Our personnel staff doesn't seem to know its business."*

This is a general statement that is difficult to refute. I have many friends in personnel work in private industry. It is my own impression that our staffs compare favorably on technical and professional knowledge and ability. In fact, it is quite common in private industry to take an employee from operations without any technical or professional training and make a "personnel man" of him as a stepping stone to a top administrative job. Does this provide the "professional viewpoint" Mr. Hertz rightly considers so necessary? At least, many instances can be cited where private industry has hired government personnel people.

8. *"Our personnel office just isn't aware of program needs."*

This appears to be an indictment of top management, not of federal personnel officials. The condition outlined is one where the top executive does not consider his personnel man a part of the first team. Fortunately this is not the usual situation. In most cases he is in on top-level decisions and is consequently well aware of program needs.

Now a few comments on some of the prescribed "remedies".

First, any personnel director who doesn't make a practice of "getting out of the office" is truly a paper shuffler and should substitute the word *clerk* for *director* in his title. As for hiring an outside consulting group, this is almost impossible for a field installation. However, we do have regular "inspections" by teams from both the Army and the Civil Service Commission. Some years ago, these inspections were primarily concerned with procedural matters to determine whether or not we were following the letter of the law. However, within the last few years, these have become "program inspections", considering the procedural and regulatory phases to be of secondary importance. This new type of inspection does much that a private consulting firm would do. It makes us aware of our shortcomings in the important matters and also gives us professional assistance in improving our programs.

Second, with reference to obtaining insight into the agency's requirements; no argument.

Third, that the personnel director's role among top managers must be strengthened; this is the most important point made. This has been continually brought up by directives from higher authority within the past few years. As of now, in most cases the personnel director is a part of top management.

Finally, we in the Department of the Army personnel field are proud of our program. We feel that it will compare favorably with the best personnel programs in private industry. We are not, however, standing still. We have many research programs in operation in the various Army installations trying to improve our programs. We believe we have many features in our programs worthy of consideration by private industry and welcome the opportunity to display our wares to interested personnel directors in private industry.

WHAT PRICE THE COFFEE BREAK?

WHEN I (H. M. T.) worked in London for a couple of years, now longer ago than I like to admit, we Americans were somewhat amused and condescending about the practice in practically every office of serving tea. I recall that the Canadian-born managing director of the Goodyear office over there had gone native and one of the girls in his office brought to his desk a steaming cup at a certain time every afternoon, probably with crumpets. If somebody was with him at the time, of course his caller was given his tea too. I don't remember whether our own people, fresh from the States, tried to hold out against the "time wasting" custom, but it is likely that the presence of a good many Britishers in our office forced us to conform.

Now American business men are laughing rather ruefully, if at all. Our own coffee-break habit probably consumes more man-hours than all the tea drunk on the job in Britain. An editorial

in our morning paper says that a survey has shown that thirty-five million workers on this side of the briny now take at least one coffee break a day, and many two. Somebody has figured out that the time taken for coffee in a year by a worker may add up to the equivalent of a two- or three-weeks vacation. But other figures in the editorial show that the coffee break can't be entered entirely on the debit side of the ledger. Of 1160 companies surveyed, 82% said the coffee break reduces worker fatigue, 75% that it improves morale, 62% that it even increases production.

The coffee break now seems to be an established institution here. We'd be glad to hear from readers what they do about it. How is it working out in offices where coffee wagons make the rounds?—where there are dispensing machines? What are the advantages and disadvantages of the various ways of handling it, including the regular morning exodus to the coffee shoppe?

ANOTHER IDEA ON BINDING MAGAZINES

BACK in June 1954 John Hennig, librarian with the Electricity Supply Board in Dublin, Ireland, started something when, in his article on "The Personnel Function of a Company Library" he stated that "in an industrial library it is nonsense to bind periodicals for storing." In a later communication, replying to our readers' arguments, he said that "if an industrial librarian complains that individual (unbound) issues are misplaced, his receipt-check system is inadequate", and furthermore "of most periodicals kept in an industrial library, copies retained (lost) or dilapidated can be replaced without excessive difficulty or cost."

Chester G. Salmon, librarian with the Bausch & Lomb Optical Co., Rochester,

N. Y., now says: "I would like to put in my 'five cents worth' concerning the facts in my library, which are apparently the same as in Sam Sass' at General Electric in Pittsfield."

We are constantly at odds with our personnel regarding the return of single copies of periodicals, be they new or of a vintage more than two years old. I do not believe from what I hear from other librarians that this is a novel situation; its existence is something we all have learned to live with.

Our policy is to bind all periodicals that appear to have a value that will exist for years to come. Discretion, the appreciation of cost, and just plain experience has to be the rule in all libraries, in my estimation, and until a better rule comes along I intend to follow it.

I would like to know how Dr. Hennig in Ireland easily procures a missing issue of any

periodical that is more than 10 yrs. old. Does the Blarney Stone have anything to do with it? Better the U. S. A. get one and let me borrow it occasionally.

P.S. My charge-out system is as good or better than average, so will disregard that part of the discussion until such time as all human frailties are overcome.

A FOREMAN'S TEN COMMANDMENTS

FROM J. T. Hutson, staff specialist in General Electric's Large Lamp Department at Cleveland, come "ten commandments" for foremen. "I realize," he says, "that many such 'commandments' have been written, but none which cover the field of employee relations and a foreman's behavior." What Commandments would you add, or substitute for some of Mr. Hutson's?

Thou Shalt Be Humane; respecting your superiors, equals and employees by being calm, courteous, friendly, helpful, kind and understanding.

Thou Shalt Keep an Open Mind; keeping your door as well as your mind open, available and receptive to give time to obtain facts, opinion or suggestion, to properly evaluate the problem and to give a prompt, decisive reply.

Thou Shalt Not Operate Alone; ignoring the suggestions, planning or advice of others limits the scope of your operations, and reduces your effectiveness on The Management Team.

Thou Shalt Know and Understand Why Ye Give a Full Day's Work for Adequate Compensation; creating the desire and setting the example for fellow employees to do likewise.

Thou Shalt Be Acquainted with Fields of Endeavor Other Than Thy Own; permitting yourself to be conversant with fellow employees on many subjects and to give advice or assistance willingly without being an oracle.

Thou Shalt Be Willing to Train and Assist Fellow Employees; relieving yourself of details increases your fellow employees' knowledge and strengthens your organization, but requires you to check and verify the results of your plans and operations.

Thou Shalt Not Order Fellow Employees Around; creating doubts concerning your knowledge, fair consideration and response to

the problem at hand. Qualify a proper request with an adequate explanation.

Thou Shalt Not 'Pass the Buck'; refusing to assume your proper responsibilities is a sure way to lower fellow employees' esteem of you and only serves to undermine your authority and responsibility.

Thou Shalt Not Be Evasive; replying without conviction should be beneath your dignity, for you should always take your time, and be temperate but never abrupt, in deliberation, talking or making decisions.

Thou Shalt Not Be Dirty; maintaining only a clean, healthy, moral, safe and sane work area.

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BOOKS

SUCCESSFUL HANDLING OF LABOR GRIEVANCES. By Bertram R. Crane and Roger M. Hoffman. Central Book Company, Inc., New York, 1956. 307 pages. \$5.95

This is a book for progressive management and progressive unions. It presupposes the existence of industrial democracy in American factories. The book will be disappointing, if not offensive, to those residual elements of labor and management who either belittle or deliberately retard genuine labor-management cooperation.

The grievance procedure, in the authors' view, is a vehicle of communications as well as a means of redress for the worker, for the union, and for management. On this premise, the authors regard an effective procedure as a cornerstone for successful industrial enterprise.

While these views can legitimately be said to reflect the authors' philosophy of industrial relations, the book is essentially descriptive and informational. It is a text for those concerned with the establishment and administration of a successful grievance procedure.

Three central topics are developed and given thorough treatment: (1) how to define a grievance; (2) how to set up and operate a grievance procedure; (3) how to control the incidence and seriousness of grievances.

The definition section demonstrates the importance for labor and management to reach an understanding at the outset on the question of what is and what is not a grievance. The scope, and perhaps the success, of the union-management relationship is directly affected by it. Conversely, what definition to give to recognizable grievances will to a large extent depend on the maturity of the parties'

relationship. The authors list three ways of looking at grievances. There is the narrow, legal way under which no protests other than those based on the interpretation and application of contract language can be processed. There is the wide-open, human-relations way under which any source of irritation can be brought to the fore. And there is the middle-of-the-road way which can be instituted through a wide variety of constructions. An objective appraisal of the advantages and pitfalls of each method is provided.

The mechanics of the grievance machinery are given complete, if somewhat elementary, treatment. How many steps should a grievance procedure contain and what should these steps accomplish? How should grievances be presented—orally or in writing? What can be done to insure the timely filing of grievances? How should problems of retroactivity be dealt with? What status should be given to union representatives, as to who should participate in successive grievance talks, "super-seniority" of stewards, access of staff men to the plant, pay allowances for grievance time, etc? While these questions are not susceptible to simple, unqualified answers, the authors have undertaken extensive research and present many suggestions and illustrations based on practice in American industry.

The third part of the book is perhaps the most forceful. What is termed the control of grievances is a well-balanced and comprehensive treatment of sound preventive measures. Having disposed of the impersonal and procedural aspects of the grievance machinery, the authors rightfully concentrate on the more basic contribution which both the union and management must

make to minimize discontent. Numerous personnel techniques are advanced for detecting and effectively disposing of grievances. Attitude obstacles are examined. The crucial role played by the foreman and the steward, and the consequent need for continuing training, are fully developed and properly emphasized. Specific guideposts are offered—all designed to strengthen the implementation of the grievance procedure.

The book touches only incidentally on arbitration. This may well be deliberate: the authors' objective is to lay the foundation and provide the tools for effective grievance handling, which surely implies that the parties themselves have it within their means to resolve real or imagined human problems to their mutual satisfaction.

"Successful Handling of Labor Grievances" is not a philosophical or conceptual treatise. The reader should not expect nice stimuli for parlor conversation. It is for use by personnel managers and labor leaders who are looking for ways and means to secure stability and harmony in American industry. For them, the authors have gathered and contributed much useful information.

ROLF VALTIN,
Federal Mediator

COMMUNICATION IN INDUSTRY. Edited by Cecil Chisholm. Business Publications Ltd., London, 1955. pp. 304. 35/- net.

The post-war years seem to prove that communication is now the major problem in industrial relations, according to the editor of this volume. Eleven experts contributed to the book, the first on the subject to be published in England. They include the editor, who was editorial director of Business Publications for 20 years; R. W. Bell, author and consultant; M. J. Buckmaster, public relations officer of the Ford Motor Company in Britain; A. J. Corfield, an officer in the education department of

the largest of all British trade unions; Archibald Crawford, a barrister; M. W. Ivens, communication manager for the Esso Petroleum Co. (in Britain); Peter Masfield, chief executive of BEA; Geoffrey Perry, an expert on the editing and production of house organs; and E. Whitfield, an executive of BEA.

Mr. Chisholm, first, wanted to make the book useful and practical. Second, he tried to make it complete, including the economic background, history, and actual use of radio and television. Third, he tried to relate communication to central management, partly by ensuring that much of the work can be done by line executives. Fourth, he wanted to present communication as a means of getting action.

The book is logically organized, easy to use, clear, and stimulating. Tables, charts, appendices, and an index are included. Although the individual authors are listed in the table of contents, their names do not appear in the body of the book under the chapter titles. This strikes me as an unfortunate omission, since the writing is rather personal, with references to "my company," or "our plant," which would be more meaningful if it were easier to keep track of the writers.

There are a few references in the early chapters to problems uniquely British which I found interesting, and which American personnel administrators may find comforting. Comparisons with American conditions are thought-provoking. For instance: "The British worker sees himself always as a member of a group. Often he works in a gang. Always he is paid the wage of his group. That wage was settled for him by a larger group—his union. Even on the football ground he is still a passive member of his team. Here is one of the basic differences between the American outlook and our own. By and large, the American worker accepts the free enterprise system as his chance to win one of the glittering prizes." Mr. Chisholm goes on

to explain that the power of the past and class consciousness still create obstacles in the course of industrial communications.

It is also revealing to see ourselves as others see us. Ivens, in his chapter on the interview, suggests that perhaps the therapy conception of the problem interview has been overrated in the United States. He warns against too much use of the language of Aristotle and the psychoanalyst's couch in industry. Later in the book an American example of over-communication is cited.

One of the most valuable chapters in the book describes how the unions are developing their communication systems. So far as I know, most books on communication in industry omit this important phase of the problem. Corfield, of the Transport and General Workers' Union, who wrote the chapter, points out that unions are, after all, big business. They are able to develop tremendous internal strength because of the close identity between officers and members. He concluded that trade unions by drawing upon the experience of their own active members have built up an organization which will survive and prosper after many so-called scientific managements have fallen into decay.

The final chapter, on organizing communication to get action, makes an observation frequently overlooked or forgotten. "Surely the aim of all administration is *action*. Even the best communication system can only secure action if it is integrated with administration. This means that communication must be closely tied into line management. Too often this new motor is left to purr away sweetly in its own corner—linked up to nothing else in the business."

DOROTHY BONNELL

SHAPE-UP AND HIRING HALL. By Charles P. Larrowe. University of California Press, Berkeley 4, California. 250 pages. \$4.50.

This is a most readable and entertaining account of the quite dissimilar hiring

methods and labor relations on the New York and Seattle waterfronts. The port of Seattle is typical of all ports on the West Coast with respect to hiring; it was chosen for study because it was the first American port to establish a central hiring hall for longshoremen, in 1921. The last chapter of the book reviews conditions in both ports at the beginning of 1955 when hiring in New York consisted of "a shape-up with a roof over it". Concerning the book's interest to personnel and labor relations workers, I cannot do better than quote from the book's jacket: "Although his evaluation of conditions in the longshoring industry should be of interest particularly to economists, political scientists, sociologists, and trade unionists, the non-specialist reader will find the author's lively account highly informative." Mr. Larrowe, associate professor of economics at the University of Utah, spent several years in study and firsthand investigation of his subject.

H. M. T.

HOW TO NEGOTIATE A SUCCESSFUL CONTRACT. By Louis M. Brown. Prentice-Hall, Inc., New York, 1955. 290 pages. \$5.65.

This book is not primarily intended for industrial relations people; it does not discuss contracts between employers and unions. It would be more useful for personnel directors, since it has chapters on the employment agreement, sales agency agreements, and arbitration. Its main purpose is "to help you to avoid legal trouble and to obtain the maximum legal protection at early stages of negotiation". For managers who are often required to draw up contracts, with or without legal advice, it should be worth the money. The several chapters on real estate transactions and the employment of a broker are good. Mr. Brown is a practicing lawyer with some business management experience.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

THE NORMATIVE DATA INFORMATION EXCHANGE. *Personnel Psychology*, Vol. 8, No. 3, Autumn, 1955, 369-372.

This new feature of *Personnel Psychology* will be welcomed by those who use tests for the selection of workers in business and industrial concerns. A tremendous amount of normative information has been collected by persons working with employee groups. This information is usually filed carefully and used in the concern where it is collected, but is rarely available to the test publisher and therefore not included in the test manuals.

The new service will function much as the Validity Information Exchange has been functioning in this same journal. A form for reporting data may be obtained from Donald L. Grant, Department of Psychology, Western Reserve University, Cleveland 6, Ohio. The norms groups should not be less than 50 and preferably greater than 100. The exchange is definitely oriented toward information collected from employee groups, and is limited to data on tests that are generally available.

It is hoped that before long it will be possible to supply at a small cost a summary of the reports for any particular test in which a research worker is interested. This project deserves the cooperation and support of all personnel workers who use tests for selection purposes.

THE DEVELOPMENT OF A WECHSLER-BELLEVUE II SHORT FORM. By William Sloan, Lincoln State School, and J. Robert Newman, University of Illinois. *Personnel Psychology*, Vol. 8, No. 3, Autumn, 1955, 347-353.

The Wechsler-Bellevue is probably the most widely used individual test of adult intelligence. Since administering the 11

sub-tests usually takes more than an hour, users have tried to find a short form of the test which would give a valid appraisal of adult intelligence in less time.

This study was done at the Lincoln State School in connection with selecting applicants for employment. The short form was to serve as a screening test, since there was a policy not to hire an individual below a certain IQ level. There was no need to use the short form for diagnostic or clinical purposes. The sample used consisted of 317 employee applicants each of whom had been given the full Wechsler-Bellevue II by staff psychologists. The mean of the distribution of IQ scores for this group was 102.25.

All subtests except vocabulary were intercorrelated and the correlations of each with the Full Scale Weighted Score were obtained. Then the Wherry-Doolittle method was used to obtain beta weights and multiple correlations. The results indicated that the best combination of subtests for predicting the Full Scale Weighted Score is Similarities, Picture Arrangement and Block Design. The multiple correlation (R) in this case was .96. Two cross validation studies were also carried out which gave correlations between predicted and obtained scores of .92 and .90.

A table is presented for converting weighted scores into regression scores. The authors conclude that using these three tests with the regression weights given in this table will take only about 15 minutes and will give a valid appraisal of adult intelligence.

The references given at the end of this article describe other attempts to derive short forms of the Wechsler Bellevue. The authors believe that this is the first short form of Wechsler Bellevue II to be attempted.

IN-PLANT COMMUNICATIONS AND EMPLOYEE MORALE. By Dallis Perry and Thomas A. Mahoney, Industrial Relations Center, University of Minnesota. *Personnel Psychology*, Vol. 8, No. 3, Autumn, 1955, 339-346.

This article examines one aspect of the assumption that good employee communications bring about high morale. Employee morale is a subject of much concern to management, and a number of writers have stressed the relation it has to management-employee communication.

The data discussed in this article were collected from five Minnesota firms by research workers at the Industrial Relations Center. The firms consisted of a public utility, a trucking company, a wholesale distributing firm, a textile firm and a manufacturer of electrical equipment. Random samples of supervisory, office and operating employees in each firm were given an information test and also an attitude scale. The information test for each firm contained multiple-choice items dealing with information which had been given to employees in that firm.

Employee retention of communicated information seemed to have very little relation to employee attitudes as measured by the attitude scale. The authors conclude that their data provide practically no support for the hypothesis that there is a relationship between how much an employee knows about his company and his attitude toward it.

The authors do not think that there is no relationship between morale and communications effectiveness, and they discuss at length possible interpretations of their results. For example, *what* is known may have more of an effect on attitudes than *how much* is known. They feel that their results raise questions about existing communications systems, and that some of them might well be re-evaluated in the light of these findings.

RELATIONSHIP OF SHORT EMPLOYMENT TESTS AND GENERAL CLERICAL TESTS. By J. L. Hughes and W. J. McNamara, International Business Machines Corporation. *Personnel Psychology*, Vol. 8, No. 3, Autumn, 1955, 331-337.

The Short Employment Tests were designed to select and classify high school graduates applying for clerical positions. Since they can be administered in 20 minutes, it would be useful to substitute them for longer clerical tests in selecting workers with better educational backgrounds for better positions. The present study was designed to test the relative effectiveness of the Short Employment Test (SET) and the General Clerical Test (GCT) in selecting and classifying two groups of office workers with different educational backgrounds.

Group I was composed mainly of high school graduates who were applying for clerical, typing and miscellaneous office jobs. There were 113 men and 33 women in this group. Group II consisted of 137 applicants (37 men, 100 women) for positions as secretaries and stenographers. Most of those in Group II had had business school or college training after leaving high school, and on the average they were five years older than those in Group I.

The correlation (.87) between the GCT and the SET scores for Group I indicated that the SET (20 minutes) could replace the GCT (one hour) in selecting workers from this group.

For Group II the correlation was lower (.77). The frequency distribution showed that the SET Verbal test was too easy for this group. However, if the object is only to eliminate the poorest applicants, the SET might well be used with the better educated groups.

Coming together is a beginning; keeping together is progress; working together is success.

—Henry Ford

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE PERSONNEL ASSOCIATION OF GREATER WINNIPEG meets monthly from September through May. The Association also conducts a two-day seminar restricted to the membership on some aspect of personnel management, and a one-day conference open to all management personnel in the area. Speakers this year have dealt with such topics as Rehabilitation of Workers in Industry, Supervisory Training, Case Studies on Personnel Problems, and Job Evaluation. The seminar was on personnel selection. The group numbers 120, representing more than 50 companies. The Association grew out of a war-time class in personnel management at the University of Manitoba. The first regular meetings were held in 1943. Perhaps as a result of the original University connection, there is a University representative on the executive board, and one of the aims of the Association is to provide a means of presenting views and findings to the Government, the University, and other outside bodies. The president is D. W. Cameron, of the Great-West Life Assurance Company. J. A. English, of the Hudson's Bay Company, is the vice president.

THE CAPITAL DISTRICT PERSONNEL ASSOCIATION includes representatives of about 70 employers in the Albany-Schenectady-Troy area of New York state. Walter White of F. C. Huyck and Sons in Rensselaer is the president for 1956. In addition to two annual labor relations conferences and occasional educational activities, the Association holds regular monthly meetings. The monthly meeting programs include an after-dinner session for the exploration of some aspect of personnel relations. In cooperation with the New York

State School of Industrial and Labor Relations, the Association recently conducted an 8-session program on employee selection and placement. Through case studies and discussions the series of meetings reviewed the recruiting and selection functions. The sources of specialized manpower, the testing and interviewing processes were also discussed.

THE CLEVELAND PERSONNEL ASSOCIATION took its annual field trip in March this year. The group went to see the Lighting Institute of General Electric's Nela Park plant. The Lighting Institute has been nationally acclaimed for its presentation of the latest developments in lighting. Following the inspection trip and dinner, a representative of the Cleveland Electric Illuminating Company addressed the group on the use of lighting in connection with safety. At the February meeting John Maloney, vice president of Edward P. McHugh and Associates, Inc., discussed workmen's compensation.

THE PERSONNEL ASSOCIATION OF TORONTO held its 14th annual personnel conference April 26-27. Thesis for the conference was the conviction that the personnel officer can create within his company a climate that will encourage the growth of the company. The conference was arranged to present an unfolding picture of the personnel officer's responsibility for his company's growth. First, some authoritative background on Canada's economic development was presented. Then there was a challenge from a top management representative to grow or die. Clarence E. Manion, attorney from South Bend, Indiana, made the address on the subject.

Dale Yoder, of the University of Minnesota, spoke on the industrial relations road ahead. Gordon Cushing of Ottawa, Secretary of the Canadian Labor Congress, described the future of Canadian labor. Robert Hutchins, president of the Ford Foundation, was the dinner speaker.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES elected Robert Armstrong president for the coming year. Armstrong has been a member of the board for some years, and served as secretary in 1954. He has been active in the vital committee work of the organization. Incidentally, the method of electing officers in this large association is rather unusual. Because of the size of the area involved, the association is divided into seven districts. Representatives from these districts make up the board of directors, which in turn elects the association officers, as nearly as I can make out. Other officers elected to aid the new president in administering the affairs of the association are vice president Kenneth K. Allen, secretary Paul G. Kaponya, treasurer Clifford A. Parmenter. The association has committees on educational planning, financial planning, district affairs, public affairs, legislation, membership, placement, program, progress, and a committee for the association publication, *PIRAscope*.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION wants to know why many companies maintain strict secrecy about salaries. The question is raised in a recent issue of the association publication, *Personnel Panorama*. The editor wonders if the policy of silence on salaries could be justified if put to the test. Many companies may keep salary figures confidential because in the past—maybe even now—there were or are inequities. Another obvious reason is that the recipients may feel their salaries are too high or too low. In public service, as contrasted with

private industry, salaries are a matter of public record. Because they are classified and rated there is seldom any embarrassment about it. Generally in private industry fewer jobs are classified and rated and the element of competition plays a much more important part. Perhaps inequities would be less common if salaries were not secret. The editor wonders what other employers think about the subject. I don't know what employers think, but three employees' reaction is a matter of history. When Robert Benchley, Robert Sherwood and Dorothy Parker received memos from their employer (publishers of *Vanity Fair*) titled "policy memorandum: forbidding discussion among employees of salary received," they made signs on which they wrote their salaries and went through the office wearing the signs around their necks.

THE NORTHERN CALIFORNIA TRAINING DIRECTORS has held a training film show. Starting at one-thirty in the afternoon, sessions continued until six. Half way through the afternoon there was a coffee break and discussion period. Films on general training, sales training, and economic training were shown. The general trend for economic education covered the problems of orienting employees and management people into the age of automation, data processing, quality control and labor adjustments in each of the three groups. Consideration was also given to the workaday problems of training and personnel administrators, with good coverage of office problems and training practices. There was special interest shown in the discussion and evaluation feature at dinner. Topics for discussion, developed by AMA, on collective bargaining in action, accompanying the motion picture, "You Are There at the Bargaining Table," were featured.

THE CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA reports in its

monthly newsletter, *Personnel News*, that the United States Post Office Department has acted to abolish the system of annual performance ratings. The Post Office can legally take this step because it was exempted from the provisions of the Performance Rating Act of 1950 which make such annual ratings mandatory. Instead of

once every year rating employees as satisfactory, unsatisfactory or superior, supervisors have been instructed to make a continuous evaluation of the work done by employees under them. Employees doing exceptional work will be recommended for advancement, while steps will be taken to improve sub-standard performance.

Attending the Conferences and Courses

WHAT TO COMMUNICATE was the question considered by the *American Association of Industrial Editors* at the annual convention in New York, March 7-9. Lemuel R. Boulware, vice president of Public and Employee Service for General Electric Company, spoke at the banquet. His subject was, "Tell Them All." Ralph Champ-lin, vice president of the Pennsylvania Railroad, moderated a discussion of who reads industrial publications, titled "A Glance at Outer Space." Other speakers included Ruddick C. Lawrence, vice president of the New York Stock Exchange in charge of public relations and development; Neil MacNeil, formerly of the New York Times, and now with Coates, McCormick; and Edwin C. McDonald, vice president in charge of the Metropolitan Life Insurance Company's Group Division.

UNION PLANS FOR ORGANIZING DRIVES, clean-up of racketeering, civil rights policy, and easing the impact of automation were sketched by a group of national labor leaders at the *American Management Association's* mid-winter personnel conference held in Chicago in February. Questions on these and other current labor issues were put to Dave Beck, president, International Brotherhood of Teamsters; James B. Carey, president, International Union of Electrical Workers; David J. McDonald, president, United Steelworkers of America; and A. J. Hayes, president, International Association of Machinists. Victor Riesel, labor columnist, Hall Syndicate, Inc., New

York, interviewed them in their offices via a five-way person-to-person telephone hookup.

Other speakers at the three-day meeting took up such problems in labor relations as collective bargaining, supplemental unemployment benefits, and labor-management cooperation. Executive development and foreman training were also considered. Among the speakers were the Honorable Arthur Larson, Under Secretary of Labor; John S. Bugas, vice president, industrial relations, Ford Motor Company; and Melvin H. Baker, chairman of the board, National Gypsum Company. The American Management Association is now located at 1515 Broadway, New York 36, New York.

MANAGEMENT, LABOR, AND THE INDUSTRIALIZATION OF THE WORLD was the broad topic reviewed by the dinner speaker at the sixth annual *Bay Area Management Conference*, held in Berkeley, California, February 29th. The speaker was Clark Kerr, chancellor, University of California at Berkeley. The theme of the conference this year was, your stake in an expanding economy. Harold Furst, regional economist, Bank of America, San Francisco, and R. A. Gordon, professor of Economics, University of California, Berkeley, spoke at the opening session on the present economic outlook. Workshops studied Bay area expansion; personnel selection and testing; manpower utilization; and profit sharing. At a general session, economic security was the topic for two speakers: J. Richard Glade, executive vice president, Inter-

Association Unemployment Insurance Committee, Sacramento; and William H. Smith, director of research and analysis, Federated Employers of San Francisco.

THE 1956 INDUSTRIAL HEALTH CONFERENCE was held in Philadelphia April 21-27. The conference included meetings of the Industrial Medical Association; the American Conference of Governmental Industrial Hygienists; the American Industrial Hygiene Association; the American Association of Industrial Dentists; and the

American Association of Industrial Nurses, Inc. Some of the subjects worked on at the conference were: fundamental factors in inter-personal communication (speaker was Fillmore H. Sanford, executive secretary, American Psychological Association); fundamental factors in persuasion (speaker—William E. Robinson, president, the Coca-Cola Company); experience in communication and persuasion in industrial medical services (speaker—William P. Shepard, 2nd vice president, Metropolitan Life Insurance Company).

What's New in Publications

HIGHLIGHTS OF ATLAS POWDER COMPANY'S DISABILITY BENEFITS PLAN for wage-roll employees are contained in a new pamphlet being distributed to personnel in eight Atlas explosives and chemicals plants. The illustrated 10-page publication, titled *Facts About Your Atlas Disability Wage Plan*, combines provisions of existing plans for occupational and non-occupational disabilities. The new pamphlet uses a simplified graphic presentation in place of the legally worded, unillustrated documents previously available. It is bright with yellow and gray and black, and gay with cartoons.

Organization for Management Teamwork is the title of research and technical report 17, of the Industrial Relations Center, University of Minnesota. The publication reports the proceedings of a conference held in April 1955 at the Center. The conference reviewed the development of industrial teamwork, the nature of industrial leadership and the managerial function. Special attention was devoted to problem areas of manpower organization; coordination, the human factor, incentives for individual and group effort, and planning for the future of the firm. Thomas A. Mahoney, answering the question "What Do Managers Do?" concludes that 1) We can describe man-

agers' jobs in terms of the system used here (described in charts in the text) and can use these descriptions for comparison of jobs. This in itself is a valuable finding. 2) A second conclusion must be that managers' jobs are not unique—certain similarities among jobs appear. 3) There appear to be differences in managers' jobs that are related to company size and level of the position. 4) Managers at any level and in any given size of firm tend to have much the same pattern or profile of functions, regardless of major activity.

Dean H. Rosensteel, in speaking of effective incentives for top-notch effort, says that a desirable atmosphere and high company character must be created through favorable working conditions which provide the possibility for full utilization of individual capabilities, opportunities for growth, recognition of achievement, sense of security, and other human desires. Salary standards must be established in a way that will provide the greatest possible incentive. Current incentive plans should be designed and administered so that payments will be related as closely as possible to individual performance. Flexibility is essential.

THE STATE OF MICHIGAN CIVIL SERVICE COMMISSION, TRAINING DIVISION, has pre-

pared a *Supervisory Human Relations Source Book*. Purpose of the pamphlet, according to the introduction, is two-fold. First, to place in the hands of the supervisor enough basic information to enable him to understand the fundamentals of good human relations. For that reason, the material has been outlined or presented in the form of questions and answers. Second, the purpose has been to provide a basis for small discussion groups of supervisors who wish to make an intensive study of human relations as an on-the-job problem. Topics discussed include: the supervisor's part in human relations; the employee's part; management's part; methods for improving human relations, and objectionable employee characteristics. The Civil Service Commission is located in Lansing, Michigan.

NEW EMPLOYEES OF THE IMPERIAL CHEMICAL INDUSTRIES LIMITED receive a copy of a booklet called *This is Our Concern*. Headquarters of the firm are in London. The publication is concise, dignified, clear. There are no illustrations, and there is no attempt to make the material amusing. The first section on company background describes the ownership and structure and gives something of the history of the concern. The second section gives information about the various products manufactured by the company, and the third outlines the administration. There is also a separate chart of the administrative structure. Another booklet put out by the same company is a handsome brochure describing and picturing the main entrance doors of Imperial Chemical House. These doors are made of a nickel-copper alloy. The leaves of the doors are divided into six cast panels each, illustrating the evolution of civilization as a result of scientific discoveries and their application in industry. Both booklets are handsome and should make employees proud of the company.

LESSONS IN GOOD LISTENING are taught

in a lively manner in a pamphlet called *Now Hear This* by Arthur O. England. Amply illustrated by the author with cartoons drawn in red, the text is stimulating and helpful. In stressing the importance of being a good listener, England points out that by listening well you gain first-hand information from those with whom you must do business. You can make better decisions; because by listening you can learn many necessary facts relating to a problem. You can discover the strength and weaknesses of the people who work for you. You can obtain better production, cooperation and job enthusiasm from those who work for you if you show them listening courtesy. He advises having an acceptance attitude, demonstrating sincere interest, reflecting feelings expressed, asking thought-provoking questions. This highly readable publication is issued by the National Labor-Management Foundation, 101 East Ontario St., Chicago 11, Illinois. The price is 25¢.

THE MELLON NATIONAL BANK AND TRUST COMPANY has published an annual report for 1955 that reads as painlessly as fiction. Spiced with pictures, charts, and graphs, it is also newswy with accounts of employee get-togethers during the year. The first paragraph gives you the flavor of the piece: "The day had been alternately gray and sunlit as a cold wind sent clouds scudding across the sky over the Pittsburgh area. At night, a white winter moon illuminated country fields and towns, where snow patches, left from earlier flurries, still lay on the ground. In the city, its light reflected on stainless steel and aluminum skyscrapers, and down in Mellon Square, where pedestrians hurried past the dry fountains, the bare linden trees contrasted with the lighted and decorated evergreen of Christmas. Around the park and through the city streets flowed taxis and cars carrying people to parties. It was the last night of the old year, the time for celebration and

resolution . . . and also the time for personal reflection and judgment on the past 12 months." The scope of the year's work is then described in the first article, called "A Challenge in 1955." "Mellon Bank in the Nation's Business," and "Work, Learning and Advancement in '55" are other titles of sections. This is a report that is sure to be read with interest and attention by employees.

ADMINISTRATIVE SCIENCE QUARTERLY, a new journal devoted to advancing basic understanding of administrative processes in all types of organizations, will appear in June. Results of empirical investigation and theoretical analysis from all pertinent

disciplines will be included. Published by the Graduate School of Business and Public Administration, Cornell University, the *Quarterly* will carry articles, book reviews and abstracts relating to administration as revealed in business, educational, governmental, hospital, military and similar organizations. It will include materials dealing with administration in various cultural settings. Editor of the *Quarterly* is James D. Thompson. Domestic and foreign subscriptions will be \$7.50, with a special student subscription of \$4.00. Inquiries may be addressed to Administrative Science Quarterly, Graduate School of Business and Public Administration, Cornell University, Ithaca, N. Y.

Looking over the Employee Magazines

NEED SOME NEW IDEAS? TRY BRAINSTORMING. The Delaware Valley Industrial Editors' Association had a brainstorm not long ago and recommends it. According to the publication of the group, *Byline*, brainstorming is simple. Alex Osborn, originator of the idea, and co-founder of Batten, Barton, Durstine and Osborn advertising agency, claims we all have plenty of ideas on many subjects stored up in our minds. What we need is a key to unlock the storehouse. An effective key, he has found, is to let several people think about a problem as a group. As individuals come forth with ideas, the power of association begins to work. One thought leads to another, like a string of popping firecrackers. Brainstorming works only if you let yourself go. No one is allowed to scoff at an idea, no matter how foolish it may sound. Judging the worth of an idea comes later. Quite often the idea that appears far-fetched produces the best practical solution to the problem. At the meeting twelve DVIE editors provided a panel to demonstrate the idea.

The panel worked on two problems: how can my boss and I convince top management of the value of our publication? and,

ways to improve company magazines. They came up with 46 ideas, later mimeographed and circulated among the membership. Here are a few of them: Get an editorial board of top management to sit in on the planning of an occasional issue. Send advance copies to top management. Include in dividend enclosures to stockholders. Run articles inviting readers' response. Offer free booklet, etc., and see how many requests you receive. Have a special issue or article sent to another publication. Use top executive's name on article or have him write a letter accompanying same. When local or national publications pick up anything from your publication, let management hear about it. Do local story on neighbors or employees who live in towns where there are weekly papers. Give newspaper advance copy. Show how your publication helped on labor problems and point out bad labor relations of companies who do not have publications. Get local newspaper to run story on publication. For each issue ask one member of top management what's new. Develop external mailing list of leaders in the community. Some good is bound to come of it.

HELP WANTED

INDUSTRIAL PSYCHOLOGISTS OR TRAINING SPECIALISTS. M; 26-40; MA, EdD., or Ph.D. Salary commensurate with individual qualifications; work as consultant with client companies in appraisal and development of training programs or as a member of research staff in the research and development of package training programs; some industrial experience necessary; career interest in industrial training and personal competence to deal with top management personnel; immediate availability. Reply Box 370.

RESEARCH PSYCHOLOGISTS: M; 24-32; at least MA; minimum \$5500; participate as a member of a research team in the development of package training programs; evidence of research competence necessary; some teaching experience helpful; immediate availability. Reply Box 371.

PERSONNEL MANAGER: A mature and pleasant individual, approximately 35 to 40 years of age and with 5 to 10 years experience in all phases of personnel administration, is needed to assist the plant Industrial Relations Director of a 900 employee heavy chemical manufacturing plant located in the Ohio Valley. It is contemplated that this individual will supervise and coordinate the department personnel functions so as to relieve the plant Industrial Relations Director of a part of his load. A college degree is desirable but not necessary if individual is exceptionally well qualified. The job will pay approximately \$7,200 per year at the start. Reply Box 407.

TRAINING CO-ORDINATOR-MIDWEST: Major expansion of operations of large, long-established midwest chemical company will provide excellent opportunity for a Training Co-ordinator with five or more years of successful experience in training supervisory and production employees. Applicants must be eligible for security clearance by the AEC, and should submit a resume complete with personal data, education, previous experience, salary received, and references. All replies will be treated in confidence. Reply Box 415.

PERSONNEL ASSISTANT: Expanding chemical manufacturer has opportunity in field of office personnel and technical employee recruiting and general salary payroll administration. College degree in business administration and five or more years experience desirable, age 27-35 preferred. Applicants, who must be eligible for AEC clearance, should submit resumes covering training, experience and salary requirements to Box 421.

TRAINING ASSISTANT to take over parts of an expanding training program in a Mid-Atlantic utility. College graduate over thirty with multiple unit corporation experience preferred. Send resume to Box 427

PERSONNEL ADVISORS: (Foreign employment) Mature men, 35-45 years of age, with a college degree plus minimum 7 years of broad experience in Industrial Relations or Industrial Engineering. Experience must include work in supervisory level in labor contract administration, employee relations, wage and salary administration and/or related industrial relations activities. For MAJOR OIL COMPANY with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include telephone number. Reply Box 428.

INDUSTRIAL TRAINING SPECIALIST: With degree in Industrial Education plus minimum of 5 years work experience in industrial training or related activities. To devise and develop specific training programs and courses, train instructors and audit and evaluate effectiveness of these programs. For Company operations in Saudi Arabia. Write giving full particulars regarding personal history and work experience. Please include your telephone number. Reply Box 429.

WAGE & SALARY ANALYST: (Foreign Employment). Masters degree in Psychology or Industrial Relations plus minimum 8 years' broad responsible work experience in industrial wage and salary administration. Substantial portion of experience must be in developmental work. To assist in developing wage and salary policies, procedures and methods. Must be capable of presenting and securing acceptance of recommendations. For MAJOR OIL COMPANY with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include your telephone number. Reply Box 430.

EMPLOYMENT ASSISTANT: Expanding manufacturer seeks college graduate in psychology, sociology, or industrial relations with experience in recruiting and interviewing college and scientifically trained employment candidates. East coast location. Liberal benefits. Submit complete data. Reply Box 431.

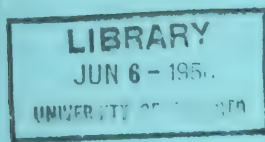
POSITIONS WANTED

INDUSTRIAL ENGINEER. 12 years diversified experience with top-flight industrial companies. In present position have effected upwards of \$300,000 annual savings in rail and truck transportation and in materials handling equipment. Thoroughly familiar with modern management practices and have natural ability to lead and influence men. Available for permanent position on executive level. Age 33, veteran, married, 3 children. Present salary \$7,000. Reply Box 310.

(Continued on page 39)

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.

PERSONNEL JOURNAL



June, 1956

Volume 35 Number 2

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Without Fireworks

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Pin-Point Your Training Needs

George S. Odiorne

Attitudes of Ex-Employees
at Intervals After Quitting

Wayne L. McNaughton

Just Looking, Thank You

Three Short Pieces

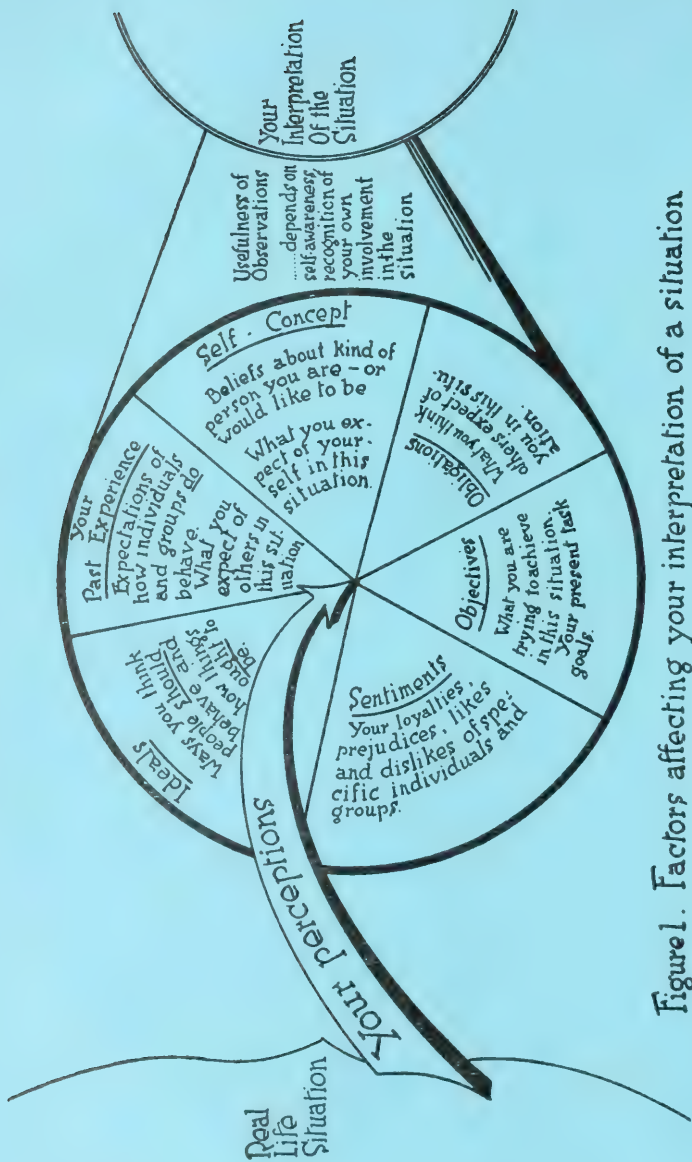


Figure 1. Factors affecting your interpretation of a situation

"For each individual, reality is whatever his values allow him to see," says Robert L. Katz of the Amos Tuck School of Business Administration, Dartmouth College, in a 16-page booklet on "Developing Human Skill; Improving Administrative Effectiveness." Thanks to the School for permission to reproduce this

figure from the booklet; thanks also to *Harvard Business Review*, which in July-August will publish another treatment of the subject by Professor Katz under the title "Human Relations Skills Can Be Sharpened." See page 64 for more about the booklet and the Amos Tuck School.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

Conference Calendar

JUNE

- 3-6 New York, N. Y. Hotel Statler
National Industrial Recreation Assn. 15th Annual Conference. National Industrial Recreation Assn. 203 N. Wabash Ave. Chicago 1, Ill.
- 17-29 Pasadena, Calif.
California Institute of Technology. 9th Annual Summer Conferences on Personnel Administration & Managerial Development. Robert D. Gray, Director, Industrial Relations Section, California Institute of Technology, Pasadena, Calif.

JULY

- 9-11 Ann Arbor, Mich.
University of Michigan. 9th Conference on Aging. Division of Gerontology, 1510 Rackham Bldg. Ann Arbor, Mich.
- 18-21 Silver Bay-Lake George, New York
Silver Bay Conference on Human Relations in Industry. 38th Annual Session. Mrs. Margaret H. Mendez, Registrar, Silver Bay Conference, 291 Broadway, New York 7, N. Y.

AUGUST

- 5-8 Ithaca, New York. Cornell University
College and University Personnel Association. Tenth Annual Meeting. Donald E. Dickason, Exec. Secry. College & University Personnel Assn. 809 South Wright St. Champaign, Ill.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices, Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

"BUSINESS AS USUAL" was the title of a full-page advertisement in the New York papers recently by Macy's—"the largest department store in the world". The advertisement was exceptionally interesting. So much material of this kind is aggressive and indeed provocative and I doubt that most of such advertising makes any great contribution to better labor relations. Most of the time it would have been unnecessary had good labor relations prevailed. In this case, the advertisement was cheerful and hopeful and made no unfavorable comments about union leaders. "We don't like strikes. We hope to get this one settled soon." Public and industrial relations people who saw this advertisement liked it.

THE POPULAR SUBJECT OF EXECUTIVE DEVELOPMENT was discussed by many speakers at the recent personnel conference of the National Association of Manufacturers at Hollywood, Florida. Everyone agrees that something must be done about it. It has been my experience that more progress can be made by more effective analysis of present and potential executives than by trying to improve them once they have been placed in important positions.

There are a gosh-awful lot of misfits and semi-misfits throughout industry. When industry learns to analyze its manpower more effectively, there will be fewer of these. Such appraisals should be made in two ways: first, an orderly review of experience and performance and, second, a deeper analysis of the man himself, which only a qualified psychologist can make. This doesn't mean just a battery of tests and it doesn't mean just any psychologist. There are a few who are doing effective work in the analysis of executive people, though many others are bringing discredit

to their profession by ineffective performance.

The present method of selecting executives by default must be improved upon if companies are to retain their vigor. The "persistence of mediocrity" produces many third-rate executives.

Horse race betting in England and Ireland is a highly respected occupation. What we called "bookies" are known as "turf accountants". One of them in Limerick has an advertisement on his window which reads "Security—Stability".

OVER THE YEARS THERE HAS BEEN MUCH ARGUMENT as to whether employees should be told anything about how their salaries are determined. Most companies seem to feel that this is highly confidential and should not be divulged to anyone. Others take a more liberal attitude for the purpose of bolstering morale by keeping employees informed on things that concern them. Last month, we carried an important article by Janet Dingee of the Tradesmens Bank and Trust Company in Philadelphia. This is the most direct and frankest official statement of this kind I have ever seen. Twenty-nine questions were put in the mouth of an employee and answered fully and frankly by management. If you haven't read it, be sure to do so. The second section of the story is in this issue. The general idea ought to be appropriate in practically any situation.

GOOD UNIONISM IS GETTING A LOT OF UNFAVORABLE PUBLIC SENTIMENT directed against it these days. Unfortunately, in many cases this public irritation, though directed at the unions, should actually have been directed at union leaders—and in turn, since some of these leaders have

emerged from the underworld, the real irritation should be directed against racketeering in the unions.

Jim Mitchell, Secretary of Labor, spoke recently before Local #3, International Brotherhood of Electrical Workers, AFL-CIO at Manhattan Center in New York City, as reported by the New York Tribune. The burden of his talk was the necessity for union officials to be alert to the danger to labor of infiltration from the underworld. There seems to be more of that in the vicinity of New York than in most places, but there is the risk of its doing great harm to sound and necessary unionism.

The Irish are at times delightfully illogical. In two of the better hotels in Ireland outside of Dublin we found that the hot water faucet was on the right; and almost always in Ireland people pass on the pavement to the right but drive their cars to the left.

"EMPLOYER RIGHTS IN SECONDARY BOYCOTT" is the title of an 8-page brochure issued recently by the Chamber of Commerce of the United States, Washington 6, D. C. It deals in brief fashion with various aspects of the secondary boycott; loopholes in the law, and the attitude of the NLRB.

THE PERSONNEL DIRECTOR OF ONE OF AMERICA'S LARGEST INSURANCE COMPANIES told me recently of a new employment program about which he was most enthusiastic. The problem was the future reservoir of operating supervisors. He had evolved a program under which they would employ carefully selected high school boys. The abler and more ambitious ones would be helped to secure a college degree, but all of them would be aimed towards technical and supervisory jobs in the operating departments. He felt that they could get a great many high-ability boys this way who, at present, could not find a way of getting to college.

My friend's description of his program is exceptionally interesting to me because it is exactly like the one I was able to put into effect more than 20 years ago under very similar conditions. The fruits of that program are now everywhere at hand. Most of these boys, certainly those employed before World War II, are holding important positions. Some of them have gone to other companies but still have made their mark.

Nearly all of them are steadily moving up the promotion ladder, either with the original employer or another. The moral is that brains, character and energy will pay off under any conditions and that, at least for operating jobs, an education is secondary to these three fundamental qualities.

A number of slogans assail the eye in the course of a business trip—in fact, they would reach from here to there. Here is one I saw in a Minneapolis taxicab recently: "Please sit back, enjoy your ride. Heavy traffic may cause sudden stop." My initial feeling of comfort was succeeded by a flash of anxiety.

VIOLENCE ON THE PICKET LINE is the order of the day. This looms increasingly as a critical factor in many cases. It is a very complex thing and probably not traceable to any one cause. It would appear that companies who have learned to live with their unions are less likely to have violence in the event of a strike than some others.

Apparently, violence on the picket line is due, more than anything else, to lack of law enforcement, but this is surely not a complete answer. It is interesting, however, that in one recent case of a long strike, it turns out that the president of the union local is also the mayor of the town. It is not surprising that that plant has been kept shut tight and that violence has been occurring frequently.

Lack of impartial law enforcement is

certainly a deplorable situation. However, it would seem prudent for every management to learn to live amicably with its union.

PERMANENT INFLATION MAY BE OUR LOT for the future. This possibility has been a point of discussion for some time. Now the United States Steel Corporation, in its latest annual report just out, warns of the threat of "what appears to be a permanent and alarming peacetime trend of cost and price inflation".

The company's fear is based on two things. The first is the evolution of industry-wide labor unions, "headed by leaders who, with power to bring about industry-wide strikes, seek always to outdo each other in elevating employment costs in their respective industries. The . . . framework in which they function compels them to compete in elevating this basic cost."

The universal success of unions in gaining increases since the war has resulted in a progressive jacking up of costs and prices which seems to have no end. This is not said to deplore the duty of union leaders to secure benefits for workers; on the contrary, that is good.

There is an equal compulsion for industrial managers to keep their businesses solvent. So if costs rise, so must prices. But where does it stop? Apparently it isn't going to in the foreseeable future. Then where does that leave those elements of the population whose income is fixed, or relatively so: government and municipal workers and those who live on pensions, to name only two?

The steel company report goes on to mention the second force inducing progressive inflation; the Government's policy of inflating the money supply to keep pace with rising costs. Personnel and industrial relations folk should be aware of this inflationary trend and of the possible mischief it will make with pension plans, to

mention a single point of possible disturbance.

PERSONNEL PROVERB

"When you talk, you repeat what you already know.
When you listen, you learn something new."

Fred Mohler

THANKS TO BILL KLIPPET, one of my management consultant associates, for this statement which he found in the reception room of The Inland Container Corporation, Indianapolis.

A company may spend great amounts of money, time and effort to develop business, yet the client will form his judgment of the company through his contact with one individual. If the person is crude or inefficient, it will require a lot of courtesy and efficiency to overcome the bad impression. Every member of an organization who, in any capacity, comes in contact with a prospect or client is a salesman. The impression he makes is an advertisement, good or bad.

I HAD A MOST STIMULATING TALK a while back with J. M. Rosenthal, vice president for industrial relations of National Airlines. He spoke of the tremendous effect of the company's profit-sharing plan on their operations and profits. All of the officers of the company and most of the middle - management people participate under the plan. For the last couple of years, he has been trying to interest several of the union groups in the advantages of taking a lower base salary and working for a considerably larger take-home pay, earning a bonus through savings. So far, the union leaders have not been willing to take any serious interest in the proposal. This might well be because of the usual cleavage in interests between union leaders and union members. The typical disinterest of union leaders in profit-sharing plans is probably implemented by the fear of loss of influence.

Ned Hay

Union Contract Negotiations Without Fireworks

By RUSSELL J. EMMONS
Industrial Relations Manager
Philadelphia Quartz Company, Philadelphia

IT is the spectacular and dramatic negotiation which makes the headlines. Unfortunately, the more glaring are the headlines. In our news-hungry society, the quick, quiet union contract negotiation goes unnoticed. My intent is to explore the background and the method of the quiet negotiation which does not break into the news.

Many things contribute to the atmosphere in which the negotiation will take place. Perhaps the most important is a clear understanding by both employer and employee of the mutual advantages which result from a constructive type of collective bargaining. If this understanding is absent, or if it is too much modified by other factors, there is almost sure to be destructive conflict.

One of the modifying influences is fear. It affects both sides—the employee is afraid that he can not safely trust his employer, while the employer suffers a sometimes acute fear because he feels he is compelled by federal law to deal with an evil and mysterious force which seeks to destroy him.

Another modifying influence is ambition. It may drive a young and inexperienced business agent to throw his weight around in an effort to impress his bosses and the local negotiating committee. Industrial relations representatives are subject to the same ills.

Politics within the international union may obscure the real issues in a negotiation. A bid for personal power may be

Historically, Friends have sought the peaceful way. This is a report of how one company, 125 years old this year, carries the Friendly idea into union contract negotiations. So successful is the method that many contracts are now negotiated in a single day. Brief minutes record only the conclusions reached, the "sense of the meeting"; there is no wrangling over what the records show somebody said last week or last year.

more important to the international union representative than the wages, hours and working conditions of the local plant group.

Many negotiations become a brawl largely because of poor preparation by one or both parties. When either side starts bluffing, it is very unlikely that constructive benefits will result.

Many negotiations are deliberately dragged out over a period of several weeks in an effort to convince the rank-and-file membership that the committee is putting up a good fight. It is a poor substitute for the mutual confidence which makes it possible to place facts on the table and come to a quick and mutually satisfactory conclusion.

Having explored some of the factors which obstruct good, constructive collective bargaining, let's turn to some of the

things which help. Perhaps most important of all is a clear understanding of the need of every human being to feel important in his own environment. In almost every negotiation, there are many chances to make some member of the opposition look ridiculous. It seldom pays long-term dividends to succumb to the temptation.

THINGS THAT HELP IN NEGOTIATIONS

For several years the author has been intrigued by the similarity between a well-conducted Quaker business meeting and a union contract negotiation. The observation is based on the experience of having been Clerk of a Quaker business meeting for six years while handling the industrial relations problems in our nine factories for fourteen years. Several interesting comparisons may be drawn:

The Clerks: It is the responsibility of the Clerk or Clerks to conduct the meeting and record results. The leaders of company and union committees have similar duties.

Presentation of Facts: A well-conducted Quaker business meeting starts with a short period of quiet meditation after which the facts on which decisions will be based are presented in as quiet and orderly a fashion as possible. It would be very unusual to find a union negotiation starting with a period of quiet meditation, but it might not be a bad idea! It is, however, a practical working procedure to develop a calm and orderly method by which both parties start the negotiation by placing their requests on the table.

Discussion without Domination: After facts are presented, it is the duty of the Clerk to encourage and direct discussion but refrain from steam-roller tactics. Conclusions reached must be acceptable to the group. Similar results can be achieved in a negotiation conducted in a similar way.

The Search for Unity: In both Quaker business meetings and contract negotiations, it is usually helpful to attack the easy problems first. As one after another of

the problems with which the group is faced are added to the list of recorded conclusions, the remaining items look smaller and smaller. One of the greatest obstructions in this process is for either party to take an inflexible position which can not be modified without losing face. Another obstruction is the individual who loves the sound of his own voice and talks too much.

Brief Minutes Recording Decisions

Reached: Much important history is recorded in the brief minutes written over the years by the Clerks of Quaker business meetings. If they followed the best tradition, they were composed only after a feeling of unity had been achieved in the meeting. The same principle applies to the written conclusions resulting from a contract negotiation. Many negotiations have become hopelessly entangled in the maze of detailed transcripts while everyone tried to prove what everyone else said last week or last year. If the local negotiating committee is short on experience, the company negotiator often finds it worthwhile near the end of a negotiation to summarize changes and improvements in the contract. It helps the committee in selling the new contract to the members.

I TO 3 DAYS PER NEGOTIATION

The type of negotiating described may be discounted by many as impractical or impossible. It has worked well in our company over the past fourteen years. It has worked with equal success in plants where the employees are represented by A.F.L., C.I.O., or no union at all. As the method matured, the actual time for negotiating a contract decreased until now a complete negotiation seldom takes more than three days while many are completed in one day. International union men, who have led their share of strikes, have been skeptical at first. After a year or two, they have without exception responded favor-

(Continued on page 51)

"How Do I Get a Raise in Salary?"

By JANET S. DINGEE
Personnel Department
Tradesmens Bank and Trust Company, Philadelphia

SALARY

THE paymaster distributes pay checks on Thursday of each week. Stubs of salary checks should be kept as a record of salary earned and any deductions made.

Salaries are a confidential matter because we believe that, unless you are in a position to know and understand all the intimate details of our rate structure, job evaluation program, and performance rating, you could easily misunderstand information about the salaries of your associates. *You should, therefore, discuss questions pertaining to your salary only with your department head or the personnel department.*

In all fairness to the Company as well as to you individually and as a group, we maintain a formal salary administration program, including salary surveys, job evaluation, and performance (merit) rating.

Periodically, we make or participate in salary surveys within the Philadelphia area. Results of these surveys and consideration of the general cost of living have proved valuable in adjusting our job rates to make sure we maintain an equitable salary scale consistent with the earning capacity of the Company. The results of job evaluation tell us how much your job is worth (minimum and maximum salary) as compared to other jobs within the bank. Our Job Evaluation Committee consists of an equal number of officers and employees.

The results of our periodic performance rating, together with attendance records, production reports, and any other information bearing on your performance over a period of time, guide us in determining how well you are doing your work. Your

Experience has convinced Tradesmens officers that it pays to be quite candid about the way salaries are determined in the first place, and how employees' performance is rated, and salaries reviewed. Part of the bank's statement on the subject, just as it appeared in the employee publication "Tradeland", was presented last month. Here are two more sections of the story.

salary is reviewed periodically. *Increases in salary, within rate ranges, are based upon how well you are doing your work (with great stress laid upon sustained improvement since your previous salary review), how well you have assumed any added responsibilities, and how well you compare with others doing the same kind of work.* If you have any questions about your progress or your performance, you should see your department head or the personnel department.

Please refer to the section on Promotions for further discussion of performance reports.

PROMOTIONS

It is the company's policy, whenever feasible, to make promotions from within the staff.

The Personnel Department's files give complete information regarding each employee. This includes education, training, length of service, job experience, attendance, punctuality and other information bearing upon the growth of the individual employee. Personnel reports, prepared by

supervisors, are periodically reviewed by department heads and the Personnel Department. These reports contain rather comprehensive information on the employee's interest, knowledge of his job and related work, quality of work, amount of work, dependability, ability to grasp and retain instructions, willingness to cooperate, judgment, initiative, appearance, ability to get along with others, physical endurance, willingness to learn new work, and capacity to assume responsibility.

In considering a promotion, we naturally

place great emphasis on an employee's capacity to assume responsibility and direct others. Although seniority will be given consideration in reaching most decisions, the deciding factors must be the qualifications and fitness of the individual people under consideration.

Progress of an employee depends a great deal upon his ability to grasp instructions. An inquisitive mind seeking more knowledge about his work and the work around him and in other departments, plays an important part in an employee's advancement.

About the Authors

Russell J. Emmons is Industrial Relations Manager for Philadelphia Quartz Company, which operates nine factories to produce sodium and potassium silicates. He holds degrees in chemical engineering from Ohio State University, and transferred to industrial relations from production management.

Janet S. Dingee has been with Tradesmen Bank and Trust Company, Philadelphia, for thirteen years, working on practically every phase of job evaluation, performance rating and salary review. Miss Dingee has a B.A. from Goucher College and has taken additional courses at the University of Pennsylvania.

B. J. Speroff is a Research Associate and Project Director at the Industrial Relations Center, University of Chicago. He has degrees from Indiana and Butler Universities and the Illinois Institute of Technology. Mr. Speroff is an associate director of Psychometric Affiliates, test publishers and distributors; is psychological consultant for a Chicago advertising agency.

Robert E. Sibson became personnel manager of Schick Incorporated at Lancaster, Pennsylvania, last year. Previously he had been with the Otis Elevator Company as assistant to the director of industrial relations, and as personnel manager in the Electronic Division; his first job was as a labor relations consultant with Simpson & Curtin of Philadelphia. Mr. Sibson

earned his B.A. at Yale and his M.B.A. in 1949 at the University of Pennsylvania.

George S. Odiorne, now Director of the Intra-Company Management Program of the American Management Association, still maintains his association with Rutgers University as a part-time lecturer. Mr. Odiorne was a production supervisor with American Can Company for ten years; at Rutgers he was in charge of in-plant training and management conferences in the University Extension Division. His article on training business people to read better appeared here in December, 1954.

Wayne L. McNaughton, associate professor of personnel management and industrial relations at the University of California at Los Angeles, graduated from the University of Illinois and earned his M.S. and Ph.D. at Columbia. He is the author or co-author of seven books in the field of personnel and industrial management. Formerly with Armour & Company, Mr. McNaughton also taught at Brooklyn College and the University of North Dakota before going to U.C.L.A., where he has been for the past fifteen years.

L. P. Jiminez has been with the Department of the Army for over 9 years, seven of them in personnel administration. His present work has to do with supervisory human relations training and the development and evaluation of personnel programs. He studied at the Universities of California and of San Francisco.

Five Uses of Sound-Recordings of a Group's Role-Playing

By B. J. SPEROFF
Industrial Relations Center
University of Chicago

ROLE-PLAYING is used quite successfully in training programs, particularly in sessions having to do with human relations. As first used by Moreno and now generally employed in training, it is a procedure which calls for two or more people to portray parts in a given situation centering about a stated problem. It has now taken its important place among training methods, along with the use of films, the case and incident methods, the buzz groups and other devices; it is a practical and meaningful way to present ideas interestingly. My purpose in this paper is to show how role-playing can be made even more valuable by recording the players' words as they act out their roles.

(1) One of the main purposes of recording actual role-scenes is to have the recording serve as a basis for group discussion and evaluation. That is, the recorded scene makes it possible for a group to talk through a specific problem, such as dealing with an absentee employee. The words, feelings, and reactions of the role-players, which can be played back as often as desired, serve as a basis for an intensive analysis of the problem situation. One of the distinct advantages of a recorded role-scene is that a standardized framework or procedure for group discussion can be spelled out if more than one training group is to be given the same kinds of experiences during the training program.

(2) A second use of the recorded scene is that it can serve as a model or guide for

When a role-played scene is enacted the first time, each trainee absorbs only a little of what may be in it for him. When the same scene can be played back, both the role players and the other group members, with the help of the trainer, get a whole lot more from it. The author details other advantages of recording the group's role-playing activities.

training individuals, or acquainting them with role-playing as a training method. Examples of good and bad role-playing, how role-playing sounds after feedback, how emotions tend to color our understanding, and countless other trails can be explored with a group. Thus they are introduced to role-playing, its uses and values.

(3) A third reason for recording role-playing scenes is to afford the players an opportunity to experiment. The role-players can go back and hear what they said and how they said it, how they acted and reacted, how they missed cues, how and where they made mistakes. Practice in role-playing serves as a means for checking one's role-taking ability, and receiving constructive criticism, suggestions, and recommendations from the group as well as the leader.

(4) Perhaps one of the best reasons for

recording scenes has to do with allowing various people to role-play the same incident or problem-situation. This enables the group to evaluate and judge the degree of success in role-taking, or in interpreting and portraying a given set of circumstances. It is fairly well established that in an unstructured role-scene, as in most structured scenes also, different groups of role-players will handle a situation in a variety of ways. When recordings are made each conferee group can evaluate these divergent ways and decide which is better, more satisfactory, or more acceptable. The role-players' performances can be checked with respect to the amount of empathic participation (i.e., the ability to place oneself in the position of the role-character and respond as he would), emotional display, soundness and thoroughness of treatment, degree of understanding and insight, and the like.

(5) Finally, recorded scenes provide a means whereby a course of action, or the outcome or resolution of a role-scene, can be examined and evaluated. The group can determine to what extent the solution, remedy, or conclusion arrived at was satisfactory or unsatisfactory as a whole.

Doubtless, there are still other ways in which sound-recorded role-scenes can be successfully used in industrial training programs. These five uses that were made during one training program more than met my expectations. I hope that others will experiment with the idea and report their success.

Negotiations Without Fireworks

(Continued from page 47)

ably, with resulting short and mutually satisfactory negotiations and written contracts.

Recognition of the opposition's problems, respect for the feelings and opinions of employees and their representatives, and the calm but firm presentation of facts

take most of the fireworks out of negotiating. It is not only good human relations—it is good business.

Pin-Point Training Needs

(Continued from page 60)

1. Establish the training need through some evidence.
2. Define it as requiring either therapy or teaching, or a mixture of the two.
3. Therapy in the classroom is best accomplished through participation of the class in conferences, role-playing, or discussions.
4. Didactic teaching is most effective when it employs the presentation of organized lectures, supplemented by films or training aids. The use of rewards and punishment, the need for motivation of students, and the use of repetition and drill, are parts of the method.

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Employee Relations in England:

Part II

By EDWARD N. HAY

TESTS are used by a number of companies in England to identify good people for jobs and to help in their placement. At least one of the five big companies I visited when over there recently has a very effective test program. I reported some of my impressions of English personnel people and personnel management last month; this is a continuation.

In general, the interest in tests there is about the same as it is here. A few people have seen their value and make effective use of them. Others have tried them and found it difficult to get successful results. Still others—the majority—have avoided them partly through distrust and partly through lack of appreciation of their potential value.

One of the companies uses tests extensively in the selection of manual workers. Another company used outside psychologists to review the potentials and abilities of college graduate applicants.

One company reported good success from their test program in predicting the performance of production workers. They found that with tests they could have eliminated the people who turned out to be low producers, and thus increased the average production of those hired. This same company used a very short intelligence test to screen out the high and low intelligences. They found that people of very low intelligence did not work well even in factory jobs, and they avoided putting the brightest people on such jobs but rather diverted them to more challenging opportunities.

Another interesting test procedure in this company was in relation to a produc-

At least one English company uses tests in employing factory workers; experience has proved that probable low producers can be weeded out in the hiring process. Many companies' turnover is high, partly because there are more jobs available than people to fill them. This completes the Editor's report, started last month, of his and Doris Hay's observations overseas.

tion group that was covered by about eight or nine salary classifications. They found that young people coming in could progress through the first five or six levels, but it was very difficult to get people of sufficient potential for the higher jobs to take the time and drudgery of going through the entire sequence. Consequently they were forced to hire older people with greater potential for these higher jobs. By tests and other means, they were able to identify the capabilities needed. Qualified older people are put through the lower positions in rotation over a period of several months and finally assigned to a job in grade six or seven. They are of course brought in at higher pay than the beginners who start at the bottom of the ladder.

Esso Petroleum was taking advantage of the extensive work done in the Standard Oil group by Dr. Edwin R. Henry and other psychologists in the past several years. They believe, however, that it will take quite a while for the company to learn how to use tests and to gain confi-

dence in their value. On the whole, practice with tests in these companies seems to be somewhat on a par with practice in the United States.

One of the companies recently held a conference on industrial relations for members of their own organization only. There were 60 in attendance; about a third of them from the operating departments—at their own request. One operating manager got up at the meeting and said that his group makes a better profit than some others and he credits it in large part to good employee relations.

SELECTION OF PERSONNEL PEOPLE

The policy of some of the companies to employ for personnel positions college graduates with additional graduate work in personnel or business administration has been mentioned. In one company this group has been selected with the participation of almost every key personnel officer throughout the organization. They felt that in this way they would get better trainees, and would at the same time create an atmosphere in which some of the older personnel officers, who participated in the interviewing, would follow the careers of the youngsters and help place them to advantage somewhere in the company in the years to come. This policy is working very well so far.

Most of the companies spoke of the importance of general experience, in personnel and elsewhere, rather than too much specialization. In one plant employing about 5,000, for example, every key personnel person has to spend part of his time on employment and placement, including transfers and promotions. This load is carried in addition to the main job. Incidentally, all of this plant's key personnel men have the title Personnel Officer. All of them are under 35 years of age. The head personnel man is no more than 40.

This is something which struck me

throughout all of my visits; with very few exceptions the personnel people, both men and women, were under 40. There were of course, a few exceptions; the senior personnel man in a large company often is in his 50's. I would say that all of them are characterized by breadth of outlook and richness of education and experience. Mr. Bristowe, the top personnel officer in the Imperial Chemical Industries, holds a doctor's degree in biology and has written a number of treatises on specialized subjects in that field, which he follows as a hobby. He has a number of other rather unusual hobbies, and is also well informed on conditions in other countries.

Employment of college graduates, especially in the technical fields, is a problem with all of these companies, as it is with us. Such men are scarce, so there is plenty of competition. Philips Electrical gave me copies of handsomely printed booklets which are prepared especially for the prospective college graduate. One is called "Careers in Philips". It gives a good idea of what a young university graduate might expect to find there.

EXTREMELY HIGH TURNOVER

Turnover is rather high in England and in one large plant, located some distance outside of London, I was told that it averages about 45% a year at present, and would be much higher if they were not so far away from the center of London and in a location where there is not so much competition from other large employers. I was told that in some of the more centrally located plants the turnover runs as high as 95% a year.

All of these companies give much thought to the identification and development of promising young men in management. At least two of the companies described methods of drawing up lists of names of persons suitable for supervisory or management positions. In one case, recommendations were obtained from ex-

executives and supervisors as well as the personnel department. In this company they try to give men opportunities for doing other than their regular work without letting them know that they are on a special list. However, this special list is of men who are earmarked for higher positions and their careers are watched rather carefully.

TRAINING

Mention has already been made of the extensive training programs in the British companies, particularly executive training and development. Most of these companies have their own training institute which is housed in a residence of large size, usually located some distance away from the plants and offices of the company. It is customary to arrange training classes of one or two weeks duration and have the members live at the training residence during this period.

One of the larger companies gives training courses for supervisors and middle management people at the plant or works where they are employed. They send selected groups to their training center and in addition very specially selected people go to the administrative staff college in Henley for a four-months course. They also send men to Harvard for the six-months course. In their courses for upper management some companies make a special point of mixing men from different departments, although taking them from about the same level in the organization. Others select men whose work is much the same.

One company's selection of people for the shop has already been referred to. This company also has an extensive training course for inducting new employees for special hand operations. They make use of slow-motion films and have these in loop form, with a considerable library of such materials. They find, when a trainee is in the early part of his training, that it is desirable to review the operation and his

motions with the help of these special slow-motion training films. In connection with the testing of these trainees, they make an effort to predict the speed of production they will obtain after a designated period on the job.

Another interesting characteristic is that, although the training courses run for a good many weeks, trainees remain only a very short period in the training department. Although they are kept under supervision by a training instructor, they nevertheless are placed on production jobs in the factory and receive most of their later training on the job. In these on-the-job situations they have production goals which are lower than those for experienced workers, with the hope that they will be more willing to work to obtain the lower goals. As they progress in their training, the standards are progressively raised until finally they are able to meet the standards of experienced workers.

BENEFITS PROGRAMS

Most of these companies have medical departments and one, with a very large general office, has several dentists as well. These doctors and dentists in most cases are included in the government medical program. They said that having the doctors and dentists on the premises is a great economy. Employees who use them find that they lose less time from work and it is much more convenient in every way to get necessary attention at the place of work.

Counseling on personal problems of employees is available in a number of the companies. One has several counselors who are employed primarily for this purpose, both men and women.

All of the companies have pension plans of various kinds and at least one of them has a profit-sharing plan. Most of the pension plans, at least for the salaried workers, are contributory. In one company this is as much as 5% of pay.

Vesting of company contributions is not common in England. In one of these companies, however, there is vesting after fifteen years. In another, the company contributions are fully vested from the beginning. However, the individual cannot take out the company contribution to be used before age 65, but will draw the pension that such contributions will produce when he retires. Those which don't have any vesting admitted that the lack of it is a deterrent to transferring from one company to another, particularly of higher executives. This sometimes makes it difficult to employ a man at high levels when they find they need to do so. The desirable men usually are in companies that have pension plans without vesting and they cannot afford to leave.

MISCELLANEOUS

Communication receives a great deal of attention in most of these companies. Nearly all of them have employee publications of various kinds, including handbooks and magazines. One of these magazines each month features one of the employees, and his or her work. At least one of the companies sends its employee magazine directly to the home of the employee. Reading racks seem not to be used at all in England.

Communication is regarded as so important in Esso Petroleum Company Ltd. that they have a very able man who devotes his entire time to it. He frequently conducts surveys in the company to see what problems people have on their minds. This is followed by discussion periods, and in all cases management is urged to take action on serious problems. The communications officer in this company, Michael Ivens, has co-authored a book, "Communication in Industry", published in 1955, which was reviewed in our May issue.

Periodic meetings of managers and personnel people have been referred to. In one company these are particularly well

developed, and are designed expressly to keep executives and supervisors at all levels fully informed. In one manufacturing company the bulletin board is in two parts. The first part is cleaned weekly, so that employees can be certain that anything on that part of the board is up to date.

Communism is not a problem in any of the companies I visited. Most of them say the problem takes care of itself, without intervention from the company; that, as individuals become known as communists, their fellow employees manage to take care of them. However, in one company I was told that the company itself keeps a very close eye on anyone known to be a communist or to have communist leanings, and they do not permit them to get out of sight.

One company has a very successful suggestion plan which has been operating for some time. I was told that they receive about 1500 suggestions a year from 7,000 employees, and the number of accepted suggestions varies from 30% to 40%. The treatment of rejections was especially effective; in each such case the individual receives a letter explaining the reasons. This comes to him through his own supervisor, who then has an opportunity to discuss with him any problems which arise in the mind of the suggestor. If the suggestor is not satisfied with the rejection he has several steps of recourse, up to and including the director in charge of manufacture.

The greatest bar to fresh thinking is the accumulation of stale ideas that cluster the minds of all of us. That is why the "efficiency expert" or industrial engineer may come in and give valuable advice to men who know far more about the specific subject than he does: the newcomer sees things that have become "blind spots" to over-familiar eyes.

Charles A. Cerami in
Successful Leadership in Business
 (Prentice-Hall)

Handling Grievances Where There Is No Union

By ROBERT E. SIBSON
Personnel Manager, Schick Incorporated
Lancaster, Pennsylvania

REGARDLESS of how effectively management operates a company, employees are bound to have questions and complaints from time to time. Unless these grievances are settled satisfactorily, efficiency of operations will probably suffer.

The thinking and experience of persons who have worked out successful procedures in non-union shops indicate that there are a number of exacting requirements for success in handling grievances. An employer who is thinking of setting up a grievance system, or reviewing an existing system, should check it against these requirements.

1. The company must have definite and fair personnel policies and these must be effectively communicated to all employees and all members of management.

2. Management at all levels must sincerely believe in the importance of solving grievances and they must vigorously support the grievance system.

3. The system must expressly and formally handle all questions and complaints which may arise.

4. Employees must have complete confidence in the sincerity of management and the effectiveness of the grievance procedure.

5. The grievance procedure should not undermine the effectiveness of line management, interfere with line management responsibilities in personnel matters, or align managers against each other.

6. The system must recognize in a straightforward manner that management is always the final arbiter of grievances in a non-union shop.

7. The grievance procedure should be a positive tool in human relations.

In some respects grievances may be harder to handle in a non-union shop than where there is a union. For one thing, management is the sole arbiter and must exercise the greatest care to win and keep employees' confidence in whatever machinery is set up. The author suggests ways to make a grievance system contribute to good human relations, rather than irritate and alienate.

Written personnel policies are absolutely necessary to the success of any grievance procedure in a non-union shop. For the employees, they set forth top management's position on important personnel matters. For members of management they provide a yardstick for deciding specific questions and grievances which occur during day-to-day operations, rather than each following his own ideas.

Both supervisors and employees need a common guide of company policy. Employees are given some way to judge when they have a reasonable grievance. Supervisors are enabled to resolve grievances consistently throughout the company and in conformance with top management thinking. Therefore, the first step in working out an effective grievance procedure in a non-union shop is for top management to formulate sound personnel policies and reduce them to writing.

The second essential for a sound grievance procedure is management support at every level. Management support requires a sincere recognition of the need for handling grievances effectively. It also requires that all members of management be willing and able to take necessary actions, and exercise restraint in dealing with day-to-day questions and complaints.

MUST SEE WORKERS' SIDE

Unless managers at all levels are able to see two sides of a question, there is no chance for an effective grievance-handling system. Unfortunately, too many company executives and supervisors bask in their own benevolence and righteousness when it comes to the problem of employee complaints. They are convinced that they are doing what is best for employees. Some managers even believe that employee problems or grievances which arise merely reflect a break-down in employee communications; that if employees are only told the company's views and if the situation is "explained", all right-thinking employees will accept the company view. Any grievance system designed to "educate" employees in this way, regardless of how gently that educational job is performed, is doomed to failure. Only a system which realistically recognizes that mistakes will be made has a chance of success.

The fact of the matter is that management at all levels does make mistakes in handling employees. Furthermore, fine-sounding and well-conceived policies may be grossly unfair in individual applications, at different times or under different circumstances. Finally, there are many times when employee views or interests are in direct conflict with the company interests or management's views.

Because of all of these considerations, management support of the grievance system requires that management, and particularly top management, must be willing to:

- 1) seek out employee grievances;
- 2) accept reversal of decisions as a result of grievance handling;
- 3) stand ready to adjust and modify policies.

In the non-union company it is also very important that all questions or complaints be handled in the grievance procedure. There is no fixed period in the non-union company when all working conditions, shop rules, etc. are subject to review. Therefore, there is no reason why the definition of a grievance should be restricted in any artificial manner. In fact, new problems brought up through the grievance procedure should be a major source of suggested improvements to written company policy. Furthermore, if complaints and questions are handled as they arise there will be no problem of small grievances growing into major complaints because of neglect or unnecessary delay.

CONFIDENCE IN SYSTEM ESSENTIAL

Another requirement for success in grievance handling in the non-union shop is that employees have complete confidence in the effectiveness of the procedure. In general, this requires an aggressive but low-pressure selling program on the part of all members of management. Managers must emphasize that it is important to the company as well as to the employees to have questions and complaints solved satisfactorily. They must convince employees of the soundness of the system. And they must impress employees with their sincere desire to solve problems quickly and fairly.

Employees will gain confidence in the grievance system only through experience. If management is going to demonstrate to employees, through their experiences, that the system will satisfactorily resolve their problems, they must make sure that the following four requirements are met:

1. *No fear of reprisal:* There can be no fear of reprisals on the part of employees. If employees

believe that by submitting a grievance they might expose themselves to any type of reprisal on the part of their immediate supervisor they will not use the system. To avoid fear of reprisal, the operation of the procedure must be audited carefully by the person responsible for its operation. And all members of management must exercise self restraint and good judgment in dealing with employee grievances.

2. *Employees understand system:* The grievance system must be formalized and reduced to writing. Employees must know how to present a grievance, where they should do it, when they should do it and exactly what will happen, step by step, when they do it. Uncertainty in their minds will surely tend to discourage the use of a grievance system.

3. *A problem solving atmosphere:* Grievances must be handled quickly. The grievance system which eliminates all unnecessary legalism and which is geared to solve problems in the shortest practical time, encourages a problem-solving atmosphere. Such an atmosphere is bound to win employee confidence and demonstrate the company's sincere desire to settle all grievances fairly.

4. *No skill disadvantage:* The employee should not be at any disadvantage in handling grievances because of lack of skill in presenting his case. Generally speaking, grievances involve questions of interpretation, motive, intent or opinion. Under these conditions, the manner in which facts are presented, and the skill with which views are expressed, may influence the results. The average plant employee is generally at a disadvantage in obtaining facts, expressing views, etc. Unless this skill disadvantage is discounted in the grievance system, employees will recognize their disability and lose confidence in the system—or develop contempt for it.

In its enthusiasm to inject the necessary safeguards and restraints into the grievance system, management must be careful not to weaken the effectiveness of management or pit various members of the management group against each other. The primary responsibility for handling employee grievances must always rest with line supervision. A system which sets up two "foremen" in every operating depart-

ment—the line foreman and the grievance representative—is bound to affect employee relations adversely.

Generally speaking, the grievance procedure should be designed so that line supervisors handle first-step grievances. The personnel department should, at best, only handle appeals from the decision of line management. The primary function of the personnel department should be to assist and advise line management.

MANAGERS REMAIN FINAL ARBITERS

Unless managers are willing to give away some of their rights to manage, they will always stand as final arbiters of grievances in a non-union company. But this does not mean that the system cannot be successful. Rather, it merely points up to the need for management in the day-to-day administration of grievances to demonstrate to all employees that management is willing and able to work out satisfactory answers. There is no reason why management should hedge on this essential characteristic of a grievance system in a non-union company. Rather, it should be emphasized so that management may take credit for the grievance settlements.

The grievance procedure cannot be an isolated segment of the company's policies and practices. Rather, it must be an integral part of the company's overall personnel program. Essentially, the grievance system is a "fire fighting" apparatus. It is designed to answer problems which have already occurred.

Grievances can, however, provide management with the opportunity of determining the causes of employee unrest. Armed with such information, management can initiate such policies and procedures as are necessary to eliminate or at least reduce employee dissatisfaction before it occurs. In this way the grievance procedure in the non-union shop can serve as a means of "fire prevention"—a positive tool in a sound human relations program.

Pin-Point Your Training Needs

By GEORGE S. ODIORNE
Director, Intra-Company Management Program
American Management Association

A KEY step in the development of a training class is the accurate analysis of the training need. In many cases this means simply recognizing that training is needed; in others it means more than recognition, it means insight into what form of training, as well as what course content, must be devised if the training program is to improve operations.

Step One: Evidence of Need. The first step in pin-pointing training needs is obtaining evidence of need. This might be obtained from surveys, from reported problems in operations, from job descriptions, or from the conclusions of an experienced and sensitive observer of the plant scene. All too often, it must be admitted, courses are developed out of faddism, from papers at personnel director meetings, or magazine articles which may or may not have application to specific plant problems.

Step Two: Classification of Training Needs. This is most important, and is the most often mishandled part of preparing for in-plant training, especially in the field of supervisory training and personnel procedures. Let's study how we may classify training needs with a view to presenting effective programs.

A conventional and useful method is according to the types of knowledge which must be imparted. These are generally broken down into:

Knowledge—For the person who doesn't know.

Skill—For the person who knows but can't do.

Attitudes—For the person who doesn't care.

Habits—For the person who knows,

To launch a training program without first determining exactly what you want to accomplish and the best way to go about it is something like mounting your steed and "dashing off in all directions". The author advises looking into your people's "KASH" position; he refers to a program that failed because the real need was not identified at first.

can do, cares, but just hasn't made the desired behavior part of his daily routine.

Harold Schmidhauser of the American Management Association transposes the Attitude and Skill items so that, by taking the four initial letters, he aims at the improvement of the person's K-A-S-H position.

In addition to these categories there is still another which is more basic: that of understanding. In this classification are courses such as the brief indoctrination into time study, job evaluation, statistical quality control, or cost accounting. These might be given to foremen or managers with a view to making them talented amateurs rather than professionals in any of these fields.

This training is for people who don't need it to improve their immediate KASH position. Rather, it is given to a large group of supervisors in order that a smaller group of specialists may obtain a more favorable climate in which to display their excellence. The result hoped for is the removal of the foreman's tendency to block,

delay, or fail to cooperate with certain key staff people. It may in certain cases be a long-range method of screening potential candidates among the line personnel for possible assignment to staff positions.

The introduction of courses which have *understanding* as their objective, combined with courses aimed at transferring knowledge and certain types of skill, provides a specific type of training program which is tutorial in nature. The teaching is instructive, explanatory, and interpretive. The aims are to initiate the person into a field, if he knows nothing of it, and to implant knowledge or skill through lectures, films, sermons, drill, exercise, practice, and discipline, making certain that the person has been properly motivated to accept what he is told and the way it is presented.

PICK BEST METHOD FOR PURPOSE

Courses which are meant to change attitudes or behavior involve a form of group therapy. Their goal may be described as curative, counteractive, restorative, preventive or stimulative. In some instances, if the trainer isn't careful, the course may even become sedative!

Many difficulties growing out of ineffective training can be solved if the nature of the training need is classified with clarity, and the best method suitable to the type of need is selected.

A company in the east two years ago took on some new business with the government, and shortly ran into difficulties with government inspectors. Sober-faced men from the local procurement office came into the plant and rejected large shipments after consulting mysterious sampling tables and picking a few random pieces from the whole lot.

Dismayed and angered at the incomprehensibility of it all, the management decided that the trouble was in the lack of rapport between the government inspectors and their own inspectors. Accordingly they

had their training manager devise a quick conference course in human relations for their own inspectors, in order to make them more adept in dealing with the government men.

RESULTS OF WRONG CLASSIFICATION

Within three months personal relations between government men and company inspectors were on a fine, affable level. But rejections continued as high as ever. Although the government men were now accorded recognition, a sense of belonging, and all sorts of understanding, they still consulted their little blue books in taking their samples.

It was a company inspector who finally approached the training manager and suggested: "Look, these government boys use a sampling plan called the Dodge-Romig Single and Double sampling plan. How about giving us a good course in that?"

An instructor in statistics from a local university was engaged to explain sampling theory and practice. Copies of the little blue book used by the government men were used for intensive study, lectures, written home-work, and class assignments. Within a short time after the end of this course rejections took a sharp drop, because the company inspectors were then able quickly to isolate probable causes for rejection and take remedial action before the entire lot was finished.

The mistake here was not one of ineffective training in presentation or method. It was one of wrong identification of the training need.

Correct classification of the training need implies more than simply recognizing that training is required. It means selecting the best method of instruction as well. These few rules, growing out of the experience of many companies, might prevent a failure in training:

(Continued on page 51)

Attitudes of Ex-Employees At Intervals After Quitting

By WAYNE L. McNAUGHTON
University of California at Los Angeles

THE importance of gathering data from ex-employees "after they have left the company and are no longer influenced by the circumstances of employment" was pointed out in a *Personnel Journal* article some years ago. The article, entitled "Why Workers Quit", was by Palmer, Purpus and Stockford and appeared in September 1944.

Data for that article were obtained from ex-employees within two to four weeks after separation. It was not clear why this period was chosen; the whole question of timing seems to have been outside the purview of the study.

Granted that the most reliable information is obtained from those who have shed the "influences of employment", just how long does this take? This is a report of an investigation to determine what effect time may have on attitudes of ex-employees. The firm studied, which permits publication only if its identity is concealed, is in the aircraft industry and employs close to 10,000 people.

This study forms part of a broader investigation designed to shed light on the causes of the firm's high labor turnover which, though not excessive, was above average for the industry. The broader investigation covered ex-employees who had been gone from two to eleven months. The narrower investigation, reported here, is concerned with certain attitudes of ex-employees who had quit during the second, seventh and eleventh months previous to the date of the study.

Keyed questionnaires were mailed to all who had left during the selected months.

This research uncovered a fertile field for recruiting new workers—75% of those who had left the company two months earlier were interested in coming back, and more than half of those who had been gone for 11 months. The author shows how ex-employees' thinking about the company changed as time elapsed.

Strong assurances were given in a covering letter that answers would have no effect on the ex-employee's record; that replies would be treated statistically and that the managers of the concern would not have access to the questionnaires.

The questions on which this report is based were as follows:

Why did you quit your job with the _____ company?

Would you like to return to the company?

What did you like best about the company?

What did you dislike most about the company?

These questions were made general purposely so as to allow the respondent the greatest possible latitude in his replies. Most answers were frank and to the point, and the net results were exceedingly helpful to the company.

The sample of replies obtained was considered to be representative, i.e., the respondents were proportionately distrib-

uted among such categories as wage groups, age groups, reasons for leaving, the sexes, and residence. There was no evidence that desire to return to the company influenced attitudes to an appreciable extent.

A good many more questionnaire replies were received from ex-employees who had quit during the second month before the study was made than from those who had quit months earlier. More than 26% of the two-months quits replied (195 of them). For the seven-months quits and eleven-months quits, the percentage of replies was 21.9 (74 replies) and 13.5 (61 replies) respectively.

As might be expected, interest of ex-employees in returning to the firm tended to cool as time went by. Seventy-five per cent of the 2-months group indicated a desire to return, while 69% of the 7-months group and 57% of the 11-months group were interested. Although such interest might be expected to lessen with the passing of time, the relatively high proportion of ex-employees who wanted to return was surprising, and opened up a new and hitherto unused source for "recruits."

REASONS FOR LEAVING

All ex-employees were asked to state why they had left the concern. These reasons were compared with the reasons they gave at the time of separation, and it was found in a substantial number of cases that the reasons did not check. (Keyed questionnaires made it possible to make these person-by-person comparisons.) Time was found to have little influence on these discrepancies. In the 2-months group, 43% changed their reasons for quitting; in the other groups the percentage was 41.

The main reason given for quitting at the time of separation was "other employment," while other reasons were "leaving the state," "returning to the farm," "military service," "poor health," and "maternity." Most reasons shown on the employment records would lead an in-

vestigator to conclude that the impetus for high turnover originates outside the company and that employees are being pulled away for reasons beyond the control of the concern.

The picture shown by the questionnaires is somewhat different. After separation the ex-employees tended to emphasize such reasons as "poor pay," "bad supervision," "slow advancement," and other factors—implying that employees are pushed out more than they are enticed out. Although the evidence is not conclusive, it appears that about 40% of the quitting employees give an innocuous excuse at the time of separation, then tend to give a more truthful answer afterward. Furthermore, it appears that time has little effect on this about-face.

EFFECT OF TIME ON LIKES

Certain aspects of the ex-employees' attitudes toward the company tended to change in retrospect. Among the two-months ex-employees, 26% stated that the best-liked feature of the company was the agreeable social climate provided by congenial fellow-workers. As time passed, this feature persisted and even tended to become stronger as 27% of the 7-months group, and 30% of the 11-months group made the same statement.

Twenty-four per cent of the 2-months group gave "the job" as the feature best liked about the company. Curiously enough, 37% of the 7-months group and 34% of the 11-months group so responded. This can be partially explained in the light of comments made by the ex-employees on their questionnaires, an explanation which revolves around the disillusionment which developed after a few months on the new job. Apparently after the lapse of something more than two months, a substantial number of ex-employees began to realize that the old job was rather good after all.

"Convenient hours" as a feature tends to lose its attractiveness with the passing

of time, the percentages being 13, 8, and 7 for the successive periods under scrutiny.

"Working conditions" becomes a more attractive factor from 2 to 7 months, but it falls badly four months later. The percentages are 13, 23, and 9. The only explanation I can make for such a pronounced variation is that the first and last groups quit in April and June respectively, while the middle group left in October. Inasmuch as the company is located where the winters are unpleasantly cold, and since working conditions unquestionably are good in the plant and office, the October "quits" may have gone to jobs with less favorable winter working conditions and have been particularly regretful over what they had given up in leaving their former jobs.

"Leave benefits" gradually diminished as a favorable feature, while the "quality of supervision" tended to rise. Although the *number* of items the ex-employees liked averaged about the same per person in each of the groups, the *variety* dropped after the second month from 24 to 12 and 14. The nine most popular features were identical in each of the three groups, although the order changed as time went by.

EFFECT OF TIME ON DISLIKES

The factor most disliked by all three groups of ex-employees was the poor quality of supervision. Twenty-three per cent of all respondents in the 2-months group so stated. However, as time passed, smaller proportions of the ex-employees registered this dislike; 16% of the 7-months group and 15% of the 11-months group.

Dislike of the amount of time required to get to work showed a slight tendency to increase with time. Wages as a disliked factor was reported by 7%, 5%, and 10% of the respondents in the 2-months, 7-months, and 11-months group, respectively. The job as a disliked factor varied from 5%, through 8%, to 3%. Taken together, these

last two items show little or no change over time. As for the other factors reported, the percentages are so small that the relationships over time are of little consequence.

The average of the *number* of items disliked per person showed little change over time, but the *variety* reported dropped from 32 in the 2-months group, through 25 in the 7-months group, to 21 in the 11-months group.

BOOK REVIEW BONUS

MARK MY WORDS—A Guide to Modern Usage and Expression. By John B. Opdycke. Harper & Brothers, New York, 1949. pp. xxv, 687. \$5.00.

If you like to use the ineluctably right word (see page xi) when speaking or writing, you'll find this book more fascinating than the unabridged dictionary. It is not a book of synonyms, but goes more thoroughly into shades of meaning of selected words. "By very token of the complexities of modern life," says the author, "there never was the time when microscopic accuracy was more imperative than it is today, never the period when the consequences of loose and indefinite expression could be more hazardous. The wrong word—the word that does not say scrupulously what is meant—may prove to be a dictional atom bomb capable of damaging or undoing things of vastly greater import than mere cities on a mere planet." If you agree, or if you just like words and want to be improving your ability to handle them, this is a book you'll enjoy dipping into occasionally. Dr. Opdycke is the author of "Get It Right", "Take a Letter Please", "Say What You Mean" and other books.

HARRISON TERRELL

Just Looking, Thank You

DEVELOPING HUMAN SKILL

THE figure reproduced on the second cover page of this issue, as noted, is from a booklet published by The Amos Tuck School of Business Administration, Dartmouth College, Hanover, New Hampshire. It is one of a series published by the school under a grant from the Alfred P. Sloan Foundation—all on business and economic issues. Copies may be obtained by writing the school.

In this booklet on "Developing Human Skill; Improving Administrative Effectiveness" the emphasis is on the administrator's ability to work with others; to analyze and cope with complex human situations. "The program which follows," says the author, Robert L. Katz, "should be regarded as only a beginning. It is designed specifically for a formal training program, but it should not be difficult to relate the suggested procedures to informal on-the-job development, initiated by a man's superior in a 'coaching' relationship." There are four phases: developing self-awareness and

sensitivity to others, improving observation and analysis, communication, and improving decision-making.

Herbert C. Morton tells something of the Amos Tuck School itself, in which he is research editor. It was founded in 1900 "to fulfill the need for a business school with the status of a graduate school and with the standards of a professional school." Its two-year program leads to the MBA degree. Admission is limited to seniors and graduates of high standing of recognized institutions of higher learning. There are about 200 students and a faculty of seventeen. Emphasis is on the managerial aspects of the several fields of study, which include administration, production, finance, marketing, accounting, statistics, human relations, law, and "the broader national and international problems which are part of the administrator's environment." Guest-lecturing business men supplement the school's staff. Arthur R. Upgren became dean in 1953.

GUIDING PRINCIPLES IN PERSONNEL WORK

STATEMENTS continue to arrive in response to the question "What's *Your* Personnel Philosophy?" in our January issue. *Theodore Robert Lawson*, personnel assistant at Weber Aircraft Corporation, Burbank, California, in sending his answer says he is not sure it can be truly defined as a philosophy. Part of his observations follow:

The sole justification for the personnel function lies in its effectiveness in serving the needs of the organization. A personnel director must always bear in mind that, as a staff man, he contributes nothing towards tangible production. It is infinitely more difficult to justify the need for an auxiliary, intangible service function.

Added complexities have piled new prob-

lems atop line supervision's already broad span of control. It thus behooves the personnel director to give the line supervisor needed help in properly recruiting and utilizing his employees. The result striven for is productive profit. Recognition of the personnel function as vital in contributing towards this goal stems from an ever-increasing awareness that people form the core of any organization; that an organization grows and prospers in direct ratio to the growth and prosperity of its people.

The personnel director must take a lead in fostering genuine management interest in the proper utilization and well-being of its people. He must tirelessly attempt to create the feeling that individual welfare is a prime objective. The zenith will be reached only when each employee sincerely believes that, no matter

how large the organization, his individual problems, desires, and beliefs have not been subjugated

The effective personnel director thus becomes a centralized listener and sounding board for the organization. He constantly gropes for the pulse beat of human feeling so that it may be transformed into positive policy and action.

An overall picture of everyone working together in harmony and to the maximum of his capabilities will always remain the ultimate goal of the personnel director. He knows that, when this has been accomplished, organizational and individual needs will have been satisfied.

W. A. ZIEGLER, operating the Psychological Testing Bureau in Minneapolis, says the two students' philosophies quoted in January reflect "starry-eyed class room brilliance" but that—

Both answers completely miss the vital issue of empathy. Personnel administrators are incorporating an esoteric comprehension of empathy into their jobs. Employees are fine people of coordinate citizenry. Administrators who can articulate with the hearts and minds of workers will establish a healthy relationship that will redound to the benefit of both employer and employee. Both answers have the right book-learning philosophy, but they need to be empathized.

ARTHUR M. LEUSCHEN, a junior majoring in commercial science at Montana State College, who plans to do graduate work in personnel relations later, gets more empathy into his statement inspired by the same article. Says he, in part:

The human element is the basic element of personnel administration. Personnel administration is a service function fulfilling the needs of man by building a framework of understanding in human relationships. Elements of human relationships must be based upon respect and consideration for others. Understanding and solving the problems of employees, to the mutual satisfaction of all, is of prime importance.

The personnel administrator must first

recognize his own short-comings and strive to improve them. A constructive personnel program based upon economic and human needs must be established. Such a program must include the free exchange of ideas, group and individual recognition, and sound knowledge of the economic needs of the business organization concerned.

Strength of character comes from companionship with God and fellow man. If strength of character is lost—the human element is lost. Without the human element—personnel administration is lost.

L. P. JIMINEZ, who is chief of the personnel development and training office of the Civilian Personnel Division at the Oakland Army Terminal, Fort Mason, California, says:

Before one can develop a personnel philosophy it is first necessary to consider the nature of personnel staffs and the role they play. My experience causes me to believe that personnel people are hybrid, and really can't be identified with any one industrial group. They are, at the same time, management representatives, parent and voice for the work force, and non-partisan technical experts seeking to develop personnel policies and programs which will satisfy the needs of both management and employees.

In essence, a personnel staff has a paradoxical mission, that of serving two masters and at all times remaining loyal to both. The efforts of the personnel office must therefore be aimed at satisfying the human wants of the total work force and thereby bringing about an increase in the productive efforts of employees which is management's goal.

If this goal is to be achieved, the personnel director must practice a personnel philosophy which will serve not one, but two, purposes. First, he must minister to the needs of his own department and its people; he must recognize the importance of staffing the personnel office with people who are not only dedicated to the welfare of the total work force but who also find rich compensation in performing functions designed to make the industrial situation a more satisfying experience for others.

He must select to assist him people who are creative, who are capable of bringing the hidden to light, and who dare inquire beyond conventional knowledge. The personnel director must pursue a philosophy which will integrate the multifold activities of the personnel office. He must provide his staff with clearly defined policies and a doctrine which will cause them to recognize that every act of the personnel office must serve a common purpose, that of satisfying human needs.

Secondly, the personnel director's philosophy must acknowledge that the objectives of his department will, at times, conflict with employee interests and at times with management's. Having acknowledged this, it is essential that he channel the actions of his staff along lines which will make it clear to all that the loyalties and obligations of the personnel office are to both management and employees.

In accomplishing this end, the personnel staff must be willing to yield on minor issues, sacrificing small gains in favor of accomplishing long-range objectives. It is equally important, however, that a firm stand be taken on major issues which threaten the achievement of the personnel office's major goal. This must be done while recognizing that line supervisors are the real personnel managers of the organization and that their authority must not at any time be arrogated.

Finally, the personnel director's philosophy must avow that line supervisors are the media through which the personnel office must make its contribution to the organization—for the achievements of the personnel office will ultimately be measured by the personnel management skill of the supervisory staff.

CONTRACT "SOLD" DESPITE UNION FIGHT

AN ANONYMOUS article in our March issue was headed: "New Contract 'Sold' to Workers Despite Union Leaders' Fight". Some readers had questions about it which we passed along to the author. Here is part of his reply to the questions, which other readers may have had in mind but failed to ask:

The methods of communication used to convince employees to go along with management were as follows:

1. Foremen were always advised regarding any communication before employees were given same.

- a. The objectives of the whole program were outlined to the foremen before negotiations began.

- b. A copy of the company's proposed contract was given to all foremen at the same time it was handed to the union negotiators.

- c. A foreman sat in every negotiating meeting as an observer. As soon as the meeting was over the plant manager called all of his foremen together in the conference room. Here the foreman, who had been the observer, reported to all foremen on what took place at the negotiation meeting. (A different foreman was used at each negotiation meeting.) The plant

manager only added to the foreman's comments or corrected any misstatements of fact. Please note that this procedure of having foremen report and answer questions was much more effective than the prior practice of having the plant manager (a negotiator) report to foremen. The foremen spoke words all the foremen understood and could say things no plant manager would dare say.

- d. Foremen were given all "Reports to Employees" before they were mailed or posted.

All in all, foremen were better informed throughout the negotiations than any member of the union. Since the contract was signed, foremen have been kept better informed.

2. Employees were kept informed and management's position was merchandised through:

- a. Bulletin board reports of each meeting were posted as promptly as possible. All communications with the union were posted.

- b. Complete reports with management's position were mailed to the homes of all employees following each meeting.

- c. Employees got quick reports and answers to questions from their foremen once they realized the foremen were "in the know". This raised the prestige of foremen materially and was a big factor in the success of the whole campaign.

BOOKS

SCIENTIFIC MANAGEMENT AND THE UNIONS, 1900-1932; *A Historical Analysis*. By Milton J. Nadworny. Harvard University Press, Cambridge, Mass., 1955. pp vii, 187. \$3.75

There will be a measure of personal interest to those who were associated with management developments during the first half of the century in the account which this book supplies. As a record of events in relation to personalities, the coverage seems to the best of my own recollection to be an accurate one; and the cross currents of developing economic forces are interestingly set forth.

But for those who were not participants in this scene, the author seems to me to place these personalities and events in industrial history in an inadequate context and without sufficient relation to the broad movement of the evolving place of the manual worker in our industrial society.

From the point of view of this wider orientation it does, however, have to be realized that this account stops at 1932. And the influences which were radically to transform the relations of both management and organized labor to the whole productive process were not to get their accelerated impact until the 1940's. One must, therefore, judge this book within the period that it sets for itself and realize that the final chapter, on "Scientific Management in Retrospect", goes as far as it safely could in suggesting that a solid foundation had been built on which astonishing efforts of collaboration and productivity were to be erected in the next two decades.

The author is to be commended for having given us a straightforward documentation of this significant socio-economic movement. For what we have here is a

uniquely American phenomenon in which engineering, technological and psychological influences focus toward the creation of a system of production of unprecedented abundance.

ORDWAY TEAD

PERSONNEL MANAGEMENT: *A Human Relations Approach*. By William H. Knowles. American Book Company, New York, 1955. \$4.50

The author of this book divides personnel management into three major parts. First, there are the clerical and procedural functions which he says are best learned on the job and which lack sufficient content to be given detailed treatment in a college course. Second, personnel management consists of a number of specialized and highly technical skills, such as industrial engineering, psychological testing, etc., which the author believes deserve to be taught by specialized courses and the attempt to include all of them in a personnel text would result only in superficiality.

The third part of personnel management consists of theory and policies in employer-employee relations with a heavy emphasis on ethical and ideological questions rather than on methods, procedures and techniques. He says, "while research and method are often stressed, the extent to which personnel policies involve ethical and ideological questions is often overlooked. Nevertheless, a major part of personnel management consists of policy decisions which attempt to harmonize the objectives of free-enterprise capitalism with science, technology, democratic ideals, and Judaeo-Christian ethics. The writer believes that emphasis upon this aspect of personnel management is most fruitful."

To the reviewer, this book is indeed a forerunner of what seems to be a trend in the making. There are many books in personnel dealing with the first two parts of personnel management, but this is not its real essence nor its real problem. The problem facing personnel management is found in the general setting wherein many of its methods have been either successful or unsuccessful, with much experimenting going on to determine where the "grey" or "in between" methods and procedures belong. Those that are unsuccessful need theorizing as to what went wrong and those that are successful need theorizing as to their range of application and reliability.

In both cases there is needed a gradual development of a set of theories and policies whereby the first two parts of personnel management can be given proper perspective. Accordingly, this book, stressing the "historical development of theory and policy in personnel management," attempts to meet this important need. It seems to the reviewer that there are far too many mechanists, or what we may affectionately call "tinkerniquers", in the personnel program who lack a conceptual framework composed of theory and philosophy whereby they can acquire for themselves and give to their program the moral dignity and historical perspective that they and their program so well deserve. Knowles' book should help to add these values by both introducing them to the student who is about to join this world of "people oriented" as well as to the personnel practitioner who attempts to seek them.

In the mind of the reviewer the most exciting and appealing chapter is the one entitled, "Policy and Philosophy in Personnel Management." In this chapter the author very tactfully reviews the authoritarian philosophy of management which pictures management as the elite of our society and the democratic philosophy of management which pictures the importance

of the contribution to be made by other elements of our society including labor. However, the disappointing chapter is the one entitled, "Human Relation Approach to Personnel Management," in which he very well covers the several definitions of the term "human relations" but fails to develop the one for his own use and relevance. Of course, he refers to certain traditional concepts such as dignity of man, love, brotherhood, etc., but these are not directly spelled out in terms that show congruency with the major thesis of the book. But the excellence by which the other concepts are given meaning and the exceedingly easy style of writing that the reader will enjoy, permit me to recommend this book very highly.

One additional note. There are few footnotes. The author's style is very much like that of the historian, Carl L. Becker, who believed in documenting only enough to support his own ideas.

EUGENE EMERSON JENNINGS
Michigan State University

SINCERELY, WILLIS WAYDE. By John P. Marquand. Little, Brown and Company, Boston, 1955. 416 pages.

You may be thoroughly disgusted with Willis Wayde himself, but if you like novels about business people you'll find this one of absorbing interest. The story narrates the life of our hero from boyhood, through the "Harvard Business School", to his comparatively early arrival at the top of the heap in the belting business. He gets there by sometimes devious and, in one instance at least, downright ruthless methods. For my money, the absolutely fitting climax of the book comes when an old flame of Wayde's, daughter or grand-daughter of his great benefactor, meeting Wayde unexpectedly in Paris, says: "You're in my way, Willis, get out."

H. M. T.

Personnel Research

Edited by Margaret W. Moore, Ph.D.

THE VALUE OF THE INTERVIEW: AN ORIENTATION AND A PILOT STUDY. By K. A. Yonge, University of Saskatchewan. *The Journal of Applied Psychology*, Vol. 40, No. 1, February, 1956, 25-31.

The first part of this report is a discussion of research on the interview during the last 40 years, research which seems to have brought the interview into disrepute as an instrument for measuring personality. The studies reported are diverse and the findings at times apparently contradictory, but the author does not feel that they prove that the interview is an unreliable instrument. He feels that the growing distrust of the interview is not based on sound research.

Yonge gives three guiding principles which he considers necessary in experimental work on the interview:

(1) The objective must be specific and well defined;

(2) The interview should not be formal, yet it must not become so restricted that it takes on the nature of an impersonal psychological test; and

(3) The criterion used for measuring the value of the interview must itself be reliable.

He feels that the most valuable interview is one which uses a "standardized form, designed to assess complex, dynamic constellations of traits rather than relatively isolated, static traits."

The pilot study which forms the second part of this article was designed to test the validity of the essential character of the interview. A pre-employment interview chart was used, based on six broad attitudes: A. Formulation of Goal; B. Strength of Job Interest; C. Strength of General Interests; D. Self-Regard; E. Acquisitive Perseverance; and F. Nervous Tension.

Forty-six workers were rated on this

chart by a single investigator who knew nothing about the workers' past history. The scores obtained from this chart were validated against over-all ratings based on separate ratings by four supervisors. Validities ranged from .48 to .99, with relatively few subjects accounting for most of the variance. The attitudes concerned with "goal formation," "general interest," and "self regard" appeared to be most significantly related to supervisors' ratings.

Younge concludes that the interview, if properly used, can play an important part in evaluating an individual's qualities.

COMPARISON OF THREE MORALE MEASURES: A SURVEY, POOLED GROUP JUDGMENTS, AND SELF EVALUATIONS. By Wilse B. Webb, U. S. Naval School of Aviation Medicine, and E. P. Hollander, Carnegie Institute of Technology. *The Journal of Applied Psychology*, Vol. 40, No. 1, February, 1956, 17-20.

Studies of various kinds have produced evidence to show the penetrating quality of pooled group judgments. The authors have devised a method of using pooled group judgments as a morale measure.

Naval aviation cadets ($N = 210$) in eight sections of about 25 men each who were just completing their pre-flight training were the subjects for the study. Morale was defined quite simply as "an interest in and enthusiasm for the naval air program." A 20-item questionnaire was developed to probe attitudes which would reflect variations in morale as so defined. This questionnaire had been tried out on similar groups and the authors were convinced that it suited the purposes of this study and provided a penetrating morale survey for the population involved.

A special form was developed on which

each cadet was asked to name in order the three men in his section whom he considered highest on "interest and in enthusiasm for naval aviation," and the three men whom he considered lowest on this same factor. This is known as peer nomination. Each cadet was also asked to rank himself on his interest and enthusiasm for aviation in comparison with his section mates, by inserting a number in a blank space. This was done at the same time that he filled in the peer nominations on the form, and presumably he would rank himself on the same standard that he used in judging his peers.

All three morale measures were administered to each cadet. In each section a rank-order score was found for each man based on the peer ratings. This score was compared with the rank which the man gave himself.

The criterion used to judge the effectiveness of these three morale measures was whether the individual remained in training or voluntarily withdrew during a five-month period following pre-flight training. Bi-serial r 's with the criterion were calculated. It was found that group estimates (bi-serial $r = .90$) and self estimates (bi-serial $r = .83$) yielded the highest relative relationships with the criterion of remaining in training for at least five months. The same coefficient for the survey estimate was .30, or notably lower.

From this study it would seem worthwhile to make more use of peer nominations and direct self-ratings in morale surveys.

THE MEASUREMENT OF PERSONAL FACTORS RELATED TO SUCCESS OF OFFICE WORKERS. By Mearl R. Guthrie, Bowling Green State University. *The Journal of Applied Psychology*, Vol. 40, No. 2, April, 1956, 87-90.

Research has shown that undesirable personal characteristics are the most common reason for the failure of office workers to be promoted. This study was undertaken

to see if it was possible to develop an instrument which would aid in the differentiation of employees who have desirable personal traits for office work from those who do not possess such traits.

A collection of 457 opinion-type statements about office work was made. There were five possible responses to each statement: Strongly agree, agree, ?, disagree, strongly disagree. The following were given as examples of the types of statements used: "The supervisor is usually to blame when employees fail to follow directions." " 'Those in charge' have much more freedom in the office than the employees."

The 457 statements were administered to two groups of "satisfactory" and "unsatisfactory" office workers chosen from 50 offices on the basis of their personal traits. The results were analyzed statistically and a total of 150 items were chosen which discriminated between the two criterion groups.

These 150 statements were called the Office Workers Opinion Survey. The Survey was given to two unselected groups of office workers and the results were compared with ratings of the personal traits of the individuals. The results indicated that the Office Workers Opinion Survey showed promise for use in evaluating the personal traits of office workers. The author feels that an instrument of this type should be standardized by a particular firm on its own employees before it is used as the basis for making decisions about an individual applicant or employee.

This article is interesting because it describes step by step the process of developing a new personnel instrument to meet a specific need.

PERSONNEL PROVERB

"Be impersonal to individual matters in business; and be personal about the way in which people perform their impersonal tasks."

—John Williams, President
Franklin Printing Company

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE PERSONNEL ASSOCIATION OF GREATER WINNIPEG held its annual conference March 23rd. About 200 people attended. The theme of the conference was "Toward a better understanding." George A. Wilkinson, vice president of Marwell International Pipe Line Co., Vancouver, a one-time union organizer, gave the group some straight-forward advice "Bawling a person out in front of his or her fellow workers doesn't make you a big shot. It has the very opposite effect, and the person you bawled out will never forget it," he warned. Mr. Wilkinson said a few quiet words of advice might create a far better worker, whereas the public bawling out only makes the worker worse. Strikes are an outmoded and outdated way of settling anything, he said. "But there is one point we often overlook. They can only happen to a free people in a free country and we do not have to go very far back to remember what happened in countries that took away the workers' rights to withdraw their labor power. Sooner or later, the collective intelligence of management and labor will find a substitute for strikes, but we'll never do it by outlawing them," he stated. "Education appears to be the most likely solution and that's when personnel managers will truly be the front-line of a management team." He made these points regarding good labor relations: Do not try to discredit the union or its representatives. Extend the same respect that you expect. Act in good faith, live up to the agreement and don't try to pull any fast ones. Get cracking on grievances immediately. Do not let them build up. Give the union representatives some work to do, and when necessary, take them into your confidence. Tell them about a legitimate "beef".

Thomas A. Mahoney, head of the management development laboratory of the Industrial Relations Center of Minnesota, said in his speech to the conference that the industrial manager of today will not be qualified for his job five years hence unless he continues to grow and develop at least as rapidly as the job changes. And the job, he continued, is changing very rapidly indeed. Automation, for instance, threatens to revolutionize the manager's job as well as the productive process. He said the demand for managers in business and industry was expanding more quickly than the supply of qualified managers. Business organizations in the United States had increased by more than 80% between 1940 and 1950—a greater growth than in the first 40 years of the century.

The demand for managers grew even more, because businesses had also increased in size, and there had been a trend toward decentralization. Mr. Mahoney suggested the way to overcome this shortage of managers was a new-style management development. "The old-style manager development was informal, haphazard and unplanned," he said.

Speaker at the convention dinner was J. Howard Kelly, Calgary lawyer and vice president of Burns and Co., Ltd. He said that research into the social sciences was more important today than technical research. He told delegates: Merely deploring the trend towards increasing government regulation of industrial relations isn't very constructive. To get to the heart of the trouble, one has to discern the collective-bargaining inadequacies and failures that spark the trend. Mr. Kelly said neither organized labor nor management should be given sufficient power to enable it to make

unilateral demands. He said equality of power between the two groups was a variable depending on public appraisals from time to time of the legitimacy of the objectives being pursued.

THE COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION has changed the name of its publication from the *CUPA News* to *CUPA Journal*. The *Journal*, instead of being mimeographed on 8½ x 11 sheets, takes on a handy new format: a smaller magazine, but twenty-eight pages in length, with double columns. The new editor is Kathryn G. Hansen, executive secretary, University Civil Service System of Illinois. Other officers of the association are: Arlyn C. Marks, president, a director of University Personnel Service, State University of Iowa; vice president, W. L. Pederson, senior personnel representative, University of Minnesota; vice president (membership) Walter G. Cooper, personnel director, Duke University; secretary-treasurer, Elwood C. Clark, personnel officer, Rutgers University. Donald E. Dickason, director of non-academic personnel, University of Illinois, and director of the university civil service system of Illinois, is executive secretary for the association. The membership vice president writes to fellow members asking each one to write three or more of their friends in college and university personnel work urging them to become members of the association. He says, "After looking over the membership drives of previous years, I find the best results have been achieved on a personal contact basis. . . . I have no way of checking to see whether or not you write these letters, but the membership results at our annual meeting will clearly indicate whether or not you did."

Writing in the new *CUPA Journal* for February-April, Frank T. deVyver discusses emotional maturity, a must for good labor relations. Dr. deVyver is chairman of the department of economics at Duke and formerly vice president and director of

personnel relations, Erwin Mills, Durham, N. C. He says in his article that today in industry we all have to follow certain rules laid down by the federal and state governments. Perhaps we don't like the protection given to unions by the Taft-Hartley law. Perhaps we think present-day wage-stabilization procedures are simply a lot of red tape. Most foremen, too, work under certain company policies and restrictions. Perhaps these are also burdensome and irritating. The emotional maturity of a foreman can often be judged, says deVyver, by his reactions to restrictions like these. Does he get mad and pout, or does he refuse to accept the restrictions and try to get around them? DeVyver goes on to warn against name calling, door slamming, and the misuse of authority.

THE PERSONNEL ASSOCIATION OF GREATER MIAMI was organized for the purpose of bringing together those people responsible for the personnel functions of their organizations. Through regular meetings there is an opportunity for exchanging ideas and information concerning the various problems encountered. Monthly programs provide a means of learning the latest trends and developments in the field of personnel. The association was organized in May, 1953, and now represents 44 concerns in the Greater Miami area, with a membership of more than 60 persons. The phenomenal growth of industry in this area makes it necessary to take a periodic inventory of personnel programs. The group's second annual personnel conference was held March 29th for the purpose of bringing recognized authorities in personnel administration to the greater Miami area. At the conference Robert K. Burns, professor of business and social science, and executive officer of the industrial relations center of the University of Chicago, spoke on organizational improvement and management development. Critical personnel problems in the hotel and restaurant

industry and proposed solutions were presented by Donald E. Lundberg, head of the department of restaurant and hotel management and professor of commerce at Florida State University. Personnel records, hidden assets for the progressive company, were described by Philip W. Moore. Mr. Moore is a leading management consultant in

Miami and president of the First Research Corporation, as well as of Mead Cannery Co., Inc., of New York and Miami. John J. McCarthy, consultant, employee relations training, General Electric Company, was the keynote speaker at the conference. His subject was the personalized method of manpower development.

Attending the Conferences and Workshops

A NEW NINTH DIVISION OF THE AMERICAN MANAGEMENT ASSOCIATION, the *International Management Association*, inaugurated its activities with a special conference on managing foreign operations, held April 30-May 2 in New York. Five workshop seminars supplemented the conference. Intended for personnel of American companies that operate abroad, both conference and seminars explored five major aspects of foreign operations: top management considerations, foreign marketing, industrial relations abroad, financial and tax problems and incentives, and public and government relations.

The second round of bargaining on the guaranteed annual wage was one of the principal topics at the American Management Association special conference on collective bargaining held in Chicago, May 14-15. Some 700 personnel and labor relations executives heard speakers review the Ford and other patterns and suggest how companies can get ready for negotiations on this issue. Other subjects on the conference agenda included the effect of the AFL-CIO merger on local bargaining and on union organizing activity; the costs of fringe benefits as estimated from a Bureau of Labor Statistics study; the over-all program of the United States Department of Labor; and various aspects of crisis bargaining.

The association also held a general management conference May 23-25 in New York. A half-day session was devoted to organization planning. Covered were financial standards for decision making, integra-

tion of intra- and extra-company training, improvement of technical specialists' management skills, and management development.

More than 1600 business executives are expected to participate in the association's 1956 summer program at Hamilton, N. Y. Tentatively planned for July and August on the campus of Colgate University are sessions of the Presidents' Round Table, the Management Course for Presidents, and the association's three continuing courses in marketing, management, and communications, several special courses, and workshop and orientation seminars in most of AMA's nine divisions.

THE FIFTH ANNUAL WORKSHOP IN COMMUNITY HUMAN RELATIONS will be held at the University of Chicago, June 23 to July 7. The aims of the workshop are to develop insights about personal, group and inter-group behavior; to develop skills for leading and participating in groups; to get a better understanding of organizations and community problems; and to experiment with new ways of solving these problems. An experimental feature of the workshop will be a three-hour training group session each morning. These sessions are process-oriented, that is, members in small groups explore their own interaction in the group, looking at how groups function from the inside. Situations are provided to sharpen the participant's observations of himself and others. In the afternoons small groups practice such skills as making self-surveys,

interviewing, role playing and program planning. New ways of looking at the interrelations of community, industrial, welfare, religious and educational agencies are presented. Two or three afternoons are reserved for special occupational or personal interest activities. For information write Morris L. Haimowitz, director, Human Relations Center, University of Chicago, Chicago 37, Illinois.

IMPROVING HUMAN RELATIONS IN INDUSTRY THROUGH EMPLOYEE RELATIONS WAS the theme of the tenth annual *industrial recreation conference* held at Purdue University, West Lafayette, Indiana, February 18-20. Trends in industrial recreation were outlined by A. H. Spinner, supervisor of employee services, Armstrong Cork Company, Lancaster, Pa. Herbert C. Hunsaker, assistant director, Division of Adult Education, Purdue, spoke on preparation for retirement. Understanding the individual in group relations was the subject chosen by Walter Hirsch, department of sociology, Purdue. Other items on the program were children's activities, women's activities, family activities, hobbies, casting and fishing, shooting and hunting. There was a problems clinic.

THE NINTH ANNUAL INDUSTRIAL MANAGEMENT CONFERENCE at the University of Missouri was held April 5-7 in Columbia. The conference annually brings together a large group of business executives, industrial engineers, and supervisory and management personnel from all over Missouri and surrounding states to discuss problems faced by business and industry in the rapidly changing economy, and possible solutions to these problems. The conference was presented by the University's School of Business and Public Administration in cooperation with the St. Louis Metropolitan Chamber of Commerce, the Associated Industries of Missouri, the Society for the Advancement of Management (St. Louis

Chapter), the Industrial Council of Kansas City, the Industrial Relations Club of St. Louis, and the Kansas City Chamber of Commerce. Among the speakers were: Perrin Stryker, a member of the Board of Editors of *Fortune*; Hugh Hoffman, associate editor of Opinion Research; E. H. Reed of Chicago, manager of the education and personnel department of International Harvester Company; Alfred Haake of Largo, Florida, lecturer for General Motors Corporation; William G. Keehan of St. Louis, training coordinator for White-Rodgers Electric Company; William Oncken, Jr., coordinator in the office of the Assistant Secretary of the Army, in Washington; and Dan Blount of St. Louis, director of sales training for International Shoe Company.

NATIONALLY RECOGNIZED AUTHORITIES IN PERSONNEL AND INDUSTRIAL RELATIONS addressed the sixth annual *personnel conference of the Connecticut Personnel Association* at Yale on March 22. The all-day program was again held with the cooperation of the Yale University department of industrial administration. Anthony E. Feil, president of the association, and industrial relations director at the Singer Manufacturing Company, Bridgeport, was chairman of the morning session. William Gomberg, director of the Management Engineering Department, International Ladies Garment Workers Union, AFL-CIO, opened the conference with a talk on "Automation—Labor's Point of View." A. J. Bergfeld of the management consultant firm of Stevenson, Jordan and Harrison, Inc., addressed the state personnel executives on "The Personnel Aspects of Incentive Programs." "Should Industry Set the Pace in Collective Bargaining," was presented by Harold J. Ruttenberg, president of Star-drilling-Keystone Company, former CIO economist and originator of the guaranteed annual wage idea. Donald W. Taylor, professor of personnel administration at Yale, led off in the afternoon with a talk on

"Understanding Human Behavior." At dinner Forrest H. Kirkpatrick, assistant to the president, Wheeling Steel Corporation, spoke on "Personnel Management and the Forward Look."

TO HELP TOP MANAGEMENT meet the critical need for competent managerial talent, Indiana University founded in 1952 the *Indiana Executive Development Program*. This program is designed to broaden the managerial abilities of executive personnel and in particular to serve the needs of top-level executives. Those executives whose next promotion will advance them to positions beyond their original field of specialization also find the program helpful. The program is not intended as a substitute for training or experience of the type provided by individual companies or by trade associations for the development of specialized professional abilities. Rather,

the intensive study in the program stresses and integrates these four major areas: 1) managerial principles, policies, and practices; 2) economic, social and legal aspects of business operations within the framework of the economy; 3) functional operating and staff areas of production, marketing, finance, personnel, public relations, and industrial relations; and 4) personal development of executives. The program extends over a two-year period and meets in two summer sessions of three weeks each. In addition, members of the program receive mailings at regular intervals to provide for individual study and development in the interim between summer sessions. Each yearly class is limited to forty members. The cost totals \$600 for each year. For further information write to Thomas R. Bossort, Jr., Director, Indiana Executive Development Program, School of Business, Indiana University, Bloomington, Indiana.

What's New in Publications

AN INCREASING NUMBER OF COMPANIES ARE OFFERING TUITION-AID PLANS for employees, yet few eligible employees are taking advantage of the benefits available, according to a study of tuition-aid programs of 166 companies recently completed by the *National Industrial Conference Board*. Despite generally low participation, most cooperating firms believe their plans are beneficial and many carry on promotional campaigns to induce employees to take courses which will either increase their job knowledge or give them additional skills and learning in fields not related to their jobs. The greatest growth in tuition-aid programs, according to the study, has been during the last five years. Although many companies started their plans just after World War II, nearly one-third of the 166 cooperators began their programs in the early 1950's. 55% of the employers report less than 5% of their eligible employees took part in the

program during a five-year period. All firms queried give financial aid for job-related courses, and most firms also permit other studies. Close to half of the cooperating companies bear the entire cost of the courses, while nearly 40% usually pay half the tuition. The median yearly cost per participant is \$48. The majority of the companies believe their programs are beneficial. Many report that these programs are creating a reserve of capable manpower worthy of upgrading as well as keeping technical personnel up to date on scientific advances. A number of firms also found that better personnel relations have resulted from such programs. Other benefits mentioned are increased interest of supervisors in their employees, control of turnover, and a more flexible work force.

JOBS, AMERICA'S EMPLOYMENT MAGAZINE, has temporarily suspended publica-

tion. Jane C. Warriner, circulation manager, explains that during the past two years *Jobs* has been privately supported. It had been hoped that enough advertising might come in to keep the magazine going, but unfortunately it didn't. Since the private funds are exhausted, some new source of support must be found. She says, "It has long been our belief that business and industry would find it to their advantage to support a project designed to provide good current occupational information to the schools. With this in mind, we have decided to reorganize as a non-profit institution. We hope that this will enable us to raise the money necessary to continue providing this service. In addition we feel sure that this reorganization will enable us to give you a much better magazine than our limited finances have allowed up to now."

IMPORTANT CHANGES IN RETIREMENT PLANNING in recent months make a revised edition of *Pensions and Profit Sharing* timely. The book, which sells for \$6.50, is published by the Bureau of National Affairs, Inc., 1231 24th St. N.W., Washington 7, D. C. Nine outstanding specialists pool their knowledge and experience in this practical handbook. They present a comprehensive survey of the structure, benefits, coverage, and financing of established plans; a detailed account of legal requirements and tax rules; a point-by-point explanation of tested methods of financing pension plans; an actuarial examination of pension costs and cost experience; a pro-and-con study of deferred profit-sharing plans; a thorough analysis of current bargaining tactics and trends in regard to pension plans; a crisp exposition of the problems of pension plan administration; and an informative commentary on the human relations aspects of pension planning. Contributors include: Herman C. Biegel, attorney, partner in the law firm of Lee, Toomey and Kent, Washington, D. C.; Fleming Bomar, attorney, partner in the

law firm of Ivins, Phillips and Barker, Washington; George B. Buck, Jr., actuary, associate of George B. Buck, consulting actuary, New York; William W. Fellers, actuary, member of the firm of Wyatt Company, Washington; and Austin M. Fisher, consultant; president of Fisher, Neblett and Company, Inc., of New York.

KEEP OFFICE WORKERS COOL if you want them to work efficiently, says Dr. Lucien A. Brouha, chief of the physiology section, Haskell Laboratory, E. I. duPont de Nemours and Company. Writing in the April issue of the *Office Executive*, published by National Office Management Association, Dr. Brouha says that workers tire more readily when temperatures are high. Among suggestions he makes are: 1) have an adequate ventilation system. 2) Insulate sources of heat properly. 3) protect workers with screens or special clothing if necessary. 4) develop methods and equipment so that workers can be located as far as possible from sources of heat such as radiators. Provide air conditioning if possible. 5) Keep readily available an adequate supply of drinking water. Reason for the increased fatigue when temperatures are up, according to Dr. Brouha, is the increased heart action at higher temperatures for the same amount of work. High humidity also reduces efficiency, he says. It is the nature of the work rather than the amount of work that produces fatigue.

A TREND TOWARD HIGHER EDUCATIONAL REQUIREMENTS in many professional fields is shown in a series of reports released by the U. S. Department of Labor's Bureau of Labor Statistics. These reports reveal that the Ph.D. or master's degree is now required for many professional positions formerly open to persons with less education.

The series of nine publications, prepared by the Bureau in cooperation with the Veterans Administration, are designed

for use by guidance counselors and by high school and college students interested in professional careers. They describe the types of work, within each field, for which students can qualify after they have completed training at various levels. The occupational groups covered are: actuaries, biological scientists, chemists, economists, geologists, geophysicists, physicists, sociologists, and statisticians. Educational requirements differ among professions. For example, in chemistry, graduate training is becoming a prerequisite for an ever increasing number of jobs, particularly in research and teaching; relatively few po-

sitions in biochemistry or physical chemistry are open to chemists without the Ph.D. degree. In the biological sciences, the master's degree is sufficient for most entry positions, but the doctorate is generally required for advancement to high-level positions, particularly in experimental biology, where the greatest expansion in employment opportunities has occurred in recent years. A bachelor's degree with a major in mathematics is usually required for entry into actuarial work, but practical experience in the insurance field is necessary for advancement to full professional status as an actuary.

Looking Over the Employee Magazines

THE HOUSE MAGAZINE INSTITUTE in its March meeting learned about "The Editor as Public Relations Man" from James E. Payne, senior editor of *Steelways*. Mr. Payne is on the staff of Hill and Knowlton. "The potential of the industrial magazine as a human relations tool is coming to be recognized," he said. "In just the last ten years, industrial publications have changed a lot. There are twice as many, and they are greatly improved as to layout and art, writing and editing. But to my mind," he went on to say, "the greatest change has been in the fundamental concept of the role of the magazine in the corporation or institution it represents. A few years ago the average industrial magazine was the stepchild of the company, and too often the editor was the ugly duckling among company executives."

The situation is changing, he explained. Industrial magazines are being recognized as powerful tools—not only of the sales or industrial relations department, but of the public relations department as well. How the editor can take advantage of this trend depends on his budget and the caliber of his personnel. It also depends on his ability to achieve these industrial-relations objectives: to relate the employee

to his job, the job to the company, the company to the industry. Simultaneously, he might attempt to accomplish these public relation objectives: to relate the employees to the community, the company to the community, company products to the standard of living, the company to the industry, and the industry to the economy as a whole.

"A magazine cannot achieve these objectives," Mr. Payne said, "unless it is conceived, edited and distributed as an integral part of the company's industrial and public relations program. If it is so integrated, then the magazine becomes a tremendously powerful tool." The magazine has to compete with many other media. To do this successfully, Mr. Payne suggests that the magazine become a familiar source of entertainment and information, gain a reputation for accuracy, create a bond between reader and sponsor, become a friend of the family, an interpreter. Then it will prepare the way for the other media of communication which the company employs. But whatever the editor does, he has to make his readers feel that what he says affects them directly before they will take a great amount of interest in what the editor wants them to read. "An industrial

editor who attempts to broaden the scope of his magazine," Mr. Payne concluded, "faces serious problems and he should not underestimate them. He has a selling job to do with his own management. He must raise work standards for himself and his staff. He must come to know his company as thoroughly as any member of the management team. And he must gain a clear and sympathetic understanding of his readers. But the game is worth the candle. As our economy continues to grow both in size and complexity, the problems of communication will multiply, and therein lies your opportunity. The industrial magazine is a communications tool of as yet unmeasured effectiveness and power. The degree of your success as an editor and your status in your company will depend on how well you learn to use it."

WEYERHAEUSER TIMBER COMPANY, of Tacoma, Washington, publishes the *Weyerhaeuser Magazine*. The editor of the 16-page publication is T. H. Mutchler. He is undoubtedly very popular with the ladies, because he sent four of them, employed at the company, on a shopping spree to try on spring hats, just so he could take pictures of them for the magazine. Made a nice piece, too. Other eye-catching features include one called "Lumber maids show new grades." Believe it or not, the imaginative editor managed to picture four new grades of lumber by dressing up pretty girls in scanty costumes, and giving them signs to hold. Rather, the West Coast Lumbermen's Association publicized the new grades this way, and the editor picked it up. The magazine also carries a story on a company-sponsored TV program that will provide helpful information to young people at a crossroad in life. Thirteen half-hour shows called "Your Career" are presented in the public interest. They are to cover the professions and occupations of architecture, printing, nursing, aeronautical engineer, lumber manufacturing, hotel man-

agement, elementary teaching, electronic technician, pharmacist, secretary, law, machinist, and journalism. Each program will be devoted to one of these career fields, and will illustrate the requirements along the path to occupation in that field. The shows have been planned and produced with the advice and cooperation of vocational guidance experts, school administrators, colleges and universities of Oregon and Washington, leaders and responsible groups in each career field. The commercial in each show will be confined to a company message dealing primarily with the importance of the forest industry to the region's industrial economy.

Another meaningful item in the magazine shows a graph illustrating the fact that earnings of WTCO hourly employees keep ahead of the rise in the cost of living. The graph indicates that, whereas the rise in living costs from 1946 to 1955 was 37.8%, the average total hourly earning at WTCO increased 70.6%. That makes good reading for employees.

THE STANDARD OIL COMPANY of California, in the *Standard Oiler* for February, runs a feature called "Here's Your Answer." Editor's note explains that, "word for word, these are some of the write-ins from the recent Employee Opinion Poll. They all come from the 'embarrassing questions' section—'When your friends ask you about your company, its policies, operations, and products, what are some of their questions that you find most difficult to answer?' We got some top management men to answer them for you."

"Why can't my stock be delivered to me in installments between the age 60-65 so I won't have to pay so much income tax?" one employee asked. H. L. Severance, stock plan administrator answered, if this suggestion were adopted, receipts from the stock plan would be taxed at ordinary income tax rates. This would apply on company payments to member's contingent

account and the dividends on both his member account and contingent account. Also, he would be taxed on any increase in value on stock in his contingent account.

What fuel is used in jet propulsion? Most U. S. jet aircraft are flown on gasoline-type fuel, although the first jet fuels were almost completely kerosene. Three grades, JP-3, 4 and 5, are presently in use. Our western operating division refineries produce more than 15,000 barrels a day, answers Fred Powell, general manager, manufacturing department, Western Operating Division.

THE HARRISBURG AND PHILADELPHIA REGIONS OF THE NATIONWIDE INSURANCE COMPANIES publish *Pennorama*, an attractive 12-page magazine, small, informal, and full of good reading. Bob Lawless is the editor, and he talks about "We" in the March issue: "Who is 'we'? 'We' are all people who read *Pennorama*. 'We' were asked for our opinions and suggestions. How do 'we' like this thing or that thing about *Pennorama*? How can this be improved? What do 'we' recommend to replace that? How can *Pennorama* be made more readable and interesting? Honest, direct answers came to the staff. Much time was spent studying and trying to understand the comments, complaints and suggestions. There was one special staff meeting of three hours for the single purpose of discussing the advice. Every effort is being made to follow the suggested ideas. Several hundred people do not agree on what they call most readable. An effort is being made to balance the contents so as to best serve the greatest number of people. The job is not finished. One day at school is not a liberal education . . . and the study of the reactions to one issue of *Pennorama* is not a 100 percent guide to the future. Let's keep giving our comments, complaints and advice."

THE CALUMET DIVISION, CALUMET AND HECLA, INC., Calumet, Michigan, pub-

lishes the *Red Metal News*. On the first page of the January issue is a report from the chief geologist on the division's future. The editor's note says that as a new year begins it is clear that the future of the Calumet Division and its employees depends upon the maintenance of ore reserves that can be mined and processed at a profit. This, in turn, depends upon the success of exploration projects. With this explanation, the rather technical story which follows should make exciting reading for employees. The editor is Dick Priebe.

POSITIONS WANTED

(Continued from page 80)

CONSULTING PSYCHOLOGIST: Female, Ph.D. specialist in projective techniques would like connection in industry with organization interested in psychological orientation and research. Reply Box 437.

ASSISTANT TO PERSONNEL MANAGER: Master's Degree; two years experience in employment office; \$350. per mo. Reply Box 438.

ADMINISTRATOR: Experience in executive development, training, personnel, activities programs, plant publications, safety, wage and salary administration, procedures, manuals, etc. Seeking job with administrative challenge and growth opportunity. 15 years experience in teaching, sales, personnel, executive development, etc. Creative mind, good analyst, get along well with top level as well as foremen. Reply Box 439.

ASSISTANT PERSONNEL MANAGER: 5 years experience in recruit., select., orient., and transfers of non-tech. personnel; hosp. and ins., vet on-job tng. pgm. workmen's comp.; 1 yr. exper. in counseling. AB Psychology, MA Counseling; veteran, age 31, married, 2 children. Employed but looking for position with opportunity to gain experience in job eval., training, or labor relations. Prefer east coast. Min. salary \$6,000. Reply Box 440.

PERSONNEL, INDUSTRIAL RELATIONS MANAGER OR ASSISTANT: Eight years solid experience in all phases of Personnel Administration for large midwestern industrial firm. University grad. Married, Age 34. For resume reply Box 441.

HELP WANTED

INDUSTRIAL PSYCHOLOGISTS OR TRAINING SPECIALISTS: M; 26-40; MA, EdD., or Ph.D. Salary commensurate with individual qualifications; work as consultant with client companies in appraisal and development of training programs or as a member of research staff in the research and development of package training programs; some industrial experience necessary; career interest in industrial training and personal competence to deal with top management personnel; immediate availability. Reply Box 370.

RESEARCH PSYCHOLOGISTS: M; 24-32; at least MA; minimum \$5500; participate as a member of a research team in the development of package training programs; evidence of research competence necessary; some teaching experience helpful; immediate availability. Reply Box 371.

PERSONNEL MANAGER: A mature and pleasant individual, approximately 35 to 40 years of age and with 5 to 10 years experience in all phases of personnel administration, is needed to assist the plant Industrial Relations Director of a 900 employee heavy chemical manufacturing plant located in the Ohio Valley. It is contemplated that this individual will supervise and coordinate the department personnel functions so as to relieve the plant Industrial Relations Director of a part of his load. A college degree is desirable but not necessary if individual is exceptionally well qualified. The job will pay approximately \$7,200 per year at the start. Reply Box 407.

WAGE AND SALARY ANALYST: (Foreign Employment) Masters degree in Psychology or Industrial Relations plus minimum 8 years' broad responsible work experience in industrial wage and salary administration. Substantial portion of experience must be in developmental work. To assist in developing wage and salary policies, procedures and methods. Must be capable of presenting and securing acceptance of recommendations. For MAJOR OIL COMPANY with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include your telephone number. Reply Box 434.

POSITIONS WANTED

INDUSTRIAL ENGINEER: 12 years diversified experience with top-flight industrial companies. In present position have effected upwards of \$300,000 annual savings in rail and truck transportation and in materials handling equipment. Thoroughly familiar with modern management practices and have natural ability to lead and influence men. Available for permanent position on executive level. Age 33, veteran, married, 3 children. Present salary \$7,000. Reply Box 310.

PERSONNEL DIRECTOR OR ASSISTANT: 16 years experience in personnel and training with organizations of 500 to 5,000 employees. Recent Industrial Psychology degree. Presently employed in engineering research and developing company; responsible for apprenticeship, supervisory development, on-the-job training, co-op engineering and college recruiting programs; and nationwide recruitment of scientific, technical and skilled personnel. Prefer West or Southwest. Box 394.

PERSONNEL MANAGER: Twenty years experience with engineering and scientific firms. Implementation and administration of personnel policies and procedures; design of recruitment and training programs; Union Contract negotiations; establishment of manpower utilization schedules resulting in increased production and decreased costs. Age 43. Reply Box 399.

DIRECTOR PERSONNEL-INDUSTRIAL RELATIONS: Personable and qualified—13 years experience in Personnel Administration. Past 5 years top-level position supervising well-rounded personnel program. Specialist in union contract negotiation-administration, and formal salary administration. Age 43—married—up-to-date college credits in industrial relations. South preferred. Reply Box 426.

PERSONNEL DIRECTOR: Broad experience in planning, policy making and working in harmonious relationship with top flight management in formulating and directing personnel service. Sixteen years mature service in personnel field, labor relations, recruitment and employment, wage administration, employee insurance, recreation and records. College degree. Resume upon request. Reply Box 432.

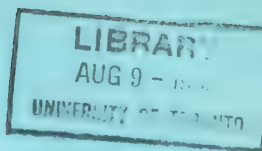
INDUSTRIAL RELATIONS: Employed, mature, married, college graduate desires to relocate in East. 14 years experience in all phases of industrial relations. Reply Box 433.

TRAINING DIRECTOR: With proven ability to write, develop programs to meet needs. Developed mgt. programs in Need Analysis, time study, decision making, In-Plant economics, SQC, Methods, cost control, etc. Worked with top groups. Have mfg. exper. & adminstr. ability. Age 37. Empl. in Midwest. Seek challenge in NY or Calif. Present salary \$6000 plus bonus. Reply Box 435.

PERSONNEL DIRECTOR OR ASSISTANT: 14 years experience in personnel, employment, and training work. Some background in labor relations, job classification and salary administration, teaching of training methods and human relations. Masters Degree. Married. Age 37. Desire to locate in Ohio or Midwest. Reply Box 436.

(Continued on page 79)

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.



PERSONNEL JOURNAL



Use of a Selection Panel
in Hiring Non-Technical People
Imperial Chemical Industries Limited

Your Informal Organization:
Dealing With It Successfully
John D. Stanley

Today's Group Training Problems
Eugene Emerson Jennings

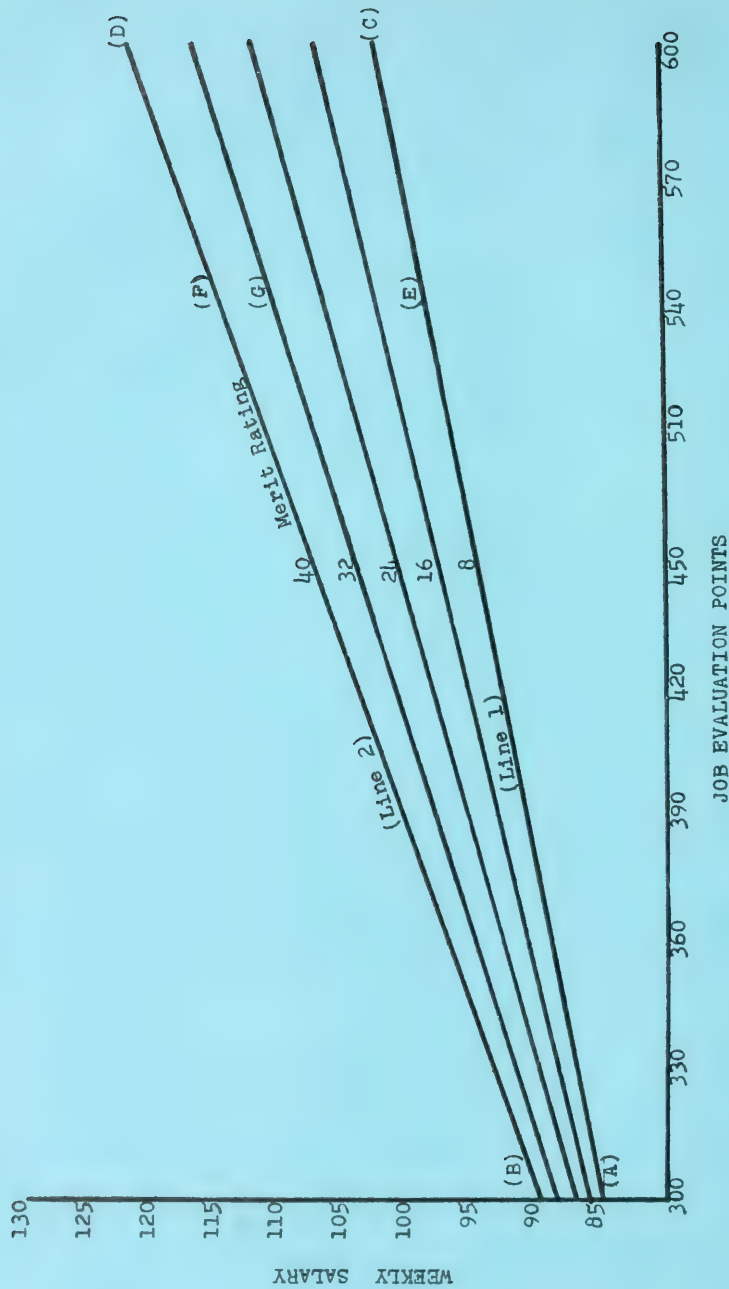
For Non-Directive Interviewing
You Must Know Yourself
William M. Fox

Against Compulsory Retirement
Hermon K. Murphey

Just Looking, Thank You
Dale D. McConkey
Doris D. Hay
Dorothy Bonnell
H. A. Franzman

July-August, 1956

Volume 35 Number 3



SALARY DETERMINATION BASED ON JOB EVALUATION AND MERIT RATING: Dale D. McConkey tells how he plotted weekly salaries on the vertical scale and job evaluation points on the horizontal scale to establish salary ranges for foremen, then used merit rating to determine salaries within the ranges. See his report on page 103.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

Number 3

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

Conference Calendar

SEPTEMBER

- 12-14 Durham, North Carolina
Duke University. Southeastern Personnel Conference. Frank T. deVyver, Secretary, c/o Duke University, Durham, N. C.
- 12-15 Rome, Italy. University of Rome
International University Contact. 4th Annual Congress. International University Contact for Management Education, Rietveldse Toorn, Oosterstraat 94, Delft, Netherlands.
- 17-19 New York, N. Y. Hotel Statler
American Management Association. Personnel Conference. C. W. McDowell, Division Manager, AMA, 1515 Broadway, Times Square, New York 36, N. Y.
- 26-27-28 Lafayette, Indiana.
Purdue University. 14th Annual Conference on Training in Business, Industry & Government. Harry S. Belman, Chairman, Industrial Education, Purdue Univ. Lafayette, Ind.

OCTOBER

- 5-6 Ottawa, Canada. Chateau Laurier
National Office Management Association. Area 5 Conference. A. A. Jackson, Canadian Bank Note Co. Ltd. P.O. Box 394, Ottawa, Ont. Canada
- 7-12 Washington, D. C. Statler Hotel
Civil Service Assembly. Annual Conference on Public Personnel Administration & Commemorating 50th Anniversary. CSA, 1313 E. 60th Street, Chicago 37, Illinois
- 25-26 New York, N. Y. Hotel Statler
Society for Advancement of Management. Measurement of Management Conference. SAM, 74 Fifth Avenue, New York 11, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices, Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

IT SEEMS AS THOUGH MANY LABOR RELATIONS MEN are bent on conducting their union relations the hard way, because it surely seems as though people must know better than to do many of the things which they, nevertheless, are found doing. It is like the farmer who listened for a while to the county farm agent's glowing description of the wonderful bulletins that could be had from the State College telling how to farm better. After a long period of listening, the farmer finally shook his head as he remarked, "Nope, I ain't farming now as good as I know how."

In the June issue, Russell Emmons, Industrial Relations Manager of the Philadelphia Quartz Company, tells how the Quakers worked towards friendly agreement. If you haven't read his story, you may find it suggestive of ways for improving your union relations—or relations with anyone, for that matter.

I AM FREQUENTLY STARTLED by the prevailing lack of knowledge of modern job evaluation methods. Very few people seem ever to have heard of evaluating high-level executive jobs in a satisfactory manner. Still fewer people know that it is possible to evaluate every job from that of the office boy to the president with one plan. Often I am told it takes a special plan to evaluate technical jobs. I am often told that you "can't evaluate executive jobs because the man makes the job." The fact is that it is possible to evaluate all jobs from the office boy to the president—and everything in-between—with a simple single plan.

HAVE YOU EVER HAD THE EXPERIENCE of finding a subordinate backing away from a job that you had expected him to carry on? It may be a piece of work which is new to him and, because he is unfamiliar

with it, it looks more difficult than it really is. Sometimes the situation is complicated by the fact that the man is unwilling to ask questions which would set him on the right track.

In a case like this, the utmost care must be used to avoid injuring a good man's self-confidence and self-respect. His self-confidence is evidently at a low ebb at the particular time, or the necessary questions would have been asked and there would have been no problem.

The way to deal with such a situation, it seems to me, is to make an effort to find time to work alongside the man for a while, giving him as much information as he can absorb from time to time and building up his self-confidence by giving approval to that part of his work which he has been doing successfully.

"Machines are getting so smart it's hard to find humans smart enough to run them", says an AP item from Ann Arbor. Cecil C. Craig of the University of Michigan's statistical research laboratory is quoted as saying that training people to set up and operate the "electronic brains" for business is a really critical problem.

A SENSE OF HUMOR IS A GREAT BLESSING, both for the possessor and for those on the receiving end. Kurt Kruger of Darmstadt might have given us a tongue lashing when he received a copy of this magazine which had many unprinted pages. Instead, he returned the copy with a 15-word note: "Is this a sample copy for the new art 'How to use imagination in reading'?"

Do you care to look over some of our recent mail with me? . . . Audrey Heusser of Olin Mathieson Chemical Corporation sent an amusing note about scrod. With the note came by mistake a copy of April P/J with a

routing list attached. When informed, Mrs. Heusser wrote: "So that's where the copy went! Please send it back. I am accused of stealing the circulating copy of PERSONNEL JOURNAL again, and this time I swore up and down I hadn't. Those people are after my scalp because they missed seeing the issue." . . . John Cusack writes from New Hyde Park, New York: "You have a wonderful magazine. Every issue gives me something to think about. In general, your articles provoke thought, stir imagination and start action. If personnel men had coats of arms, I would want to use this motto which gives an insight into my personnel philosophy, 'Nemo dat quod non habet'—no one can give what he hasn't got inside. Keep those articles coming." . . . Robert E. Tepperman of the Lock Joint Pipe Company, East Orange, N. J. has a good idea. He says: "While we receive the *Journal* at the office, I would like to build my own file, and feel that I could read it more thoroughly at my leisure if I were to receive it at home." Sending his personal subscription he adds: "I would like to take this opportunity to let you know how helpful I have found the *Journal* both as a reference source and as a means of keeping posted on developments in the field." . . . Temple Burling, M.D., of Cornell University calls our attention to an error in the February issue, where we reported that an Industrial Mental Health conference was sponsored by a company at Lake Logan, North Carolina. The conference grew out of a meeting at Lake Logan, Dr. Burling tells us, but was sponsored by the School of Industrial and Labor Relations of Cornell University and was held on the Cornell campus.

My recent comment that one of the greatest wastes is the failure to stimulate people to their fullest capacity struck a responsive chord in several quarters. A subscriber's wife, no less, says she rose to her fullest capacity to write me of her agreement. "One thing I liked particularly," she

says, "was your statement that all of us have some special strength with which, if encouraged, we could accomplish more than we now do. . . . More men with your forthrightness should speak out for fairness in labor-business relationships. Bravo!"

We have a new subscriber who gives the title of 'Personnel Directress'. This is so logical that I don't know why it strikes me so forcibly. My congratulations to Mrs. Lee Severn, Personnel Directress, Hi-Q Division of Aerovox Corporation in Olean, New York.

A RECENT ISSUE OF THE SATURDAY EVENING POST carried an article by Robert H. Schaffer in the course of which he says, ". . . a concern about the whole business of helping people find the best aspects of themselves—a field now called 'personnel work'."

I wonder how many personnel workers would be satisfied with that definition. I think it misses the essence of the job, which is to give counsel and assistance to operating executives and supervisors to the end that the company may operate more efficiently as regards those things which touch on the affairs of its people. Mr. Schaffer's definition dwells only on one, and I think a secondary, aspect of personnel work.

It would be interesting to hear from readers as to their judgment of Mr. Schaffer's definition of personnel work.

I WONDER HOW THE VIKING PUMP COMPANY, Cedar Falls, Iowa, is making out with its flexible office work schedule this summer. Terry B. Olin, Viking's personnel manager, wrote me about it. One summer, he says, the hours were from 7 to 4 during the summer. Other summers, there were different starting times, but it seemed impossible to please everyone. This summer the starting time for office employees is any time between 7 and 8 at the individual's choice, just so he works eight hours. Off-

hand it would seem that one kink in the plan might be that early arrivals would be unable to get into high gear until others come in later, but perhaps Viking has a minimum of work flowing from one person to another. I don't know whether Cedar Falls operates under Daylight Saving Time; the automatic pushing up of summer schedules all along the line in that way gets my vote. Have other companies been experimenting with changes in summer hours; what happened?

PERSONNEL PROVERB

"Leadership is the art of getting someone else to do something you want done because he wants to do it."

—Dwight D. Eisenhower

APPARENTLY THEY HAVE AT LEAST AS MUCH TROUBLE IN AUSTRALIA obtaining suitable women employees as we do. Dorothy Lee March sent the Assistant Editor a page from the October 1955 issue of *Manufacturing and Management*, published "down under", containing a case history from the personnel department of a Sydney factory where her sister, Constance Lee Butler, is personnel officer. The report says it was necessary to interview 77 women, and contact 17 others on the reserve list, to obtain ten women suitable for the job. Five women, told when to come to work, failed to show up. But that, says Mrs. Butler, was less costly in time and money than having them come to work and shortly leaving. Of the 77 women interviewed, 12 were above the maximum age of 35 and eight were below the age of 21. Very limited English barred eight women; seven were not suitable physically.

In another instance, only seven of 123 women interviewed were suitable for a particular job that required a month's training. The company never starts a woman on the day she is interviewed, and this reduces turnover after a few days'

work. A sidelight on the labor market around Sydney is that factory jobs for women are relatively scarce and so the better workers, once they get located, are inclined to stay put.

A "PROBLEM CORNER" HAS BEEN SUGGESTED, and I think it's a wonderful idea. The suggestion came from my friend Irving K. Kessler, vice president of the John B. Stetson Company, Philadelphia, in one of the nicest letters to come this way in a long time. "In a sense," he says, "I suppose that this is a 'letter to the editor'—my first. I am addressing it to the editor of the *Personnel Journal* to tell him that I like his publication. It is most readable and you manage to avoid the stiff, starchy formalism that I find objectionable in other publications. I know that this is no accident. . . .

"Do you think there would be an interest among personnel people if you were to add a 'problem corner' to the *Journal*? This could be conducted in any number of ways. The most obvious is for readers to submit problem situations for discussion and suggested handling by other men in the field."

All right, who will start us off with the statement of a problem? Possibly you found a solution but weren't completely satisfied with it, or maybe the problem is still unresolved. If you'd welcome the thinking of others on the subject, please give as much background and surrounding information as necessary. And, if you'd rather not have your name and company revealed in connection with the problem situation, just tell us so and you may rely on our discretion in that regard. I'd like nothing better than to see "Problem Corner" develop into a lively page or two every so often.

Ned Hay

Use of a Selection Panel in Hiring Non-Technical People

Condensation of a Guide used by
IMPERIAL CHEMICAL INDUSTRIES LIMITED
London, England

THE Selection Panel scheme was introduced into the company in December 1945. Our experience of this method of selection has proved it to have definite advantages over the normal interview method, particularly in recruiting a small number of young men who, with considerable training and experience, might prove worthy of promotion to senior positions. The main advantages of selection by means of the Panel may be summed up as follows:

In the short time that a candidate is seen during the normal interview it is far easier for him to maintain an appearance of confidence and ability. During the much longer period that he is before the Panel the man who has "all his goods in the window" is more liable to be detected. Conversely, the man who is reserved has time to settle down and show his true worth.

Various tests set to the candidates are designed to bring out qualities and defects of their character and ability in a way that is not possible in a short interview.

The candidates are seen side by side with other men with whom they may be compared. Qualities such as leadership, co-operation and initiative are more easily assessed than when a man is seen by himself.

The composition of the Panel ensures that the candidates are assessed against a background of wide and varied knowledge

The described selection procedure, not much used in this country, has demonstrated advantages which would suggest its employment to pick a few exceptional people from each crop of candidates. The method makes it possible to get much better acquainted with pre-screened candidates, reducing the chance of selection error to the minimum. Though costly in time and effort at the start, the method probably saves money in the long run as opposed to less careful hiring. Our thanks to W. S. Bristowe, manager of the company's Central Staff Department, for permission to quote this paper.

of the company's activities and requirements.

The candidates are given an opportunity of finding out far more about the company than would be possible in one interview. They are encouraged to talk informally with the selectors and to ask as many questions as possible.

Usually five or six Panels are held each year. The first five are arranged in the earlier months in order that men at universities may have an opportunity of attending before they have taken their final examinations. It is by no means considered essential that candidates should be uni-

versity men, but in practice most applicants are men who have taken, or are studying for, an arts degree, with occasionally a graduate in science who is seeking a non-technical post. This is largely due to the age limits, now set at 21-25 years. Candidates are selected from a large number who have been interviewed by the Recruitment Section of Central Staff Department.

Success is not regarded as a matter of competition, but of the attainment of a certain standard. Experience so far shows that there are always more vacancies than the number of men appearing before the Panel. Broadly speaking, the task of the Panel is to select men who may be fairly regarded as potential heads of departments.

COMPOSITION OF PANEL

The Panel consists usually of five members. Of these, the chairman and frequently one other are drawn from Central Staff Department. The others are senior officials of Divisions, Sales Regions, or Head Office Departments; where it is possible it is arranged that these are drawn from Divisions or Regions having vacancies that may be filled by successful Panel candidates. On occasion, one or two others may also be present, who take no part in the procedure.

Although it is sometimes suggested that interviewing and other selection procedure should be carried out by one person alone or by as small a number as possible, it has not been our experience that candidates are daunted when faced by up to seven individuals who may be present when the Panel meets. The proceedings are deliberately kept as informal as possible and every effort is made to put the candidates at their ease in order that they shall behave naturally.

The number of candidates is now fixed at eight because it has been found that

this is the optimum number conveniently dealt with at one time. A dossier on each of them is prepared beforehand and is sent to the members of the Panel some days previous to the meeting. The dossier contains copies of the application forms, interview notes, reports from the University Appointments Boards (where applicable), and copies of references.

TRY TO PLACE ALL IN JOBS

It has become more and more our practice to endeavour to find jobs in the company for those candidates who do not quite attain the Panel standard: in some cases this may be due to some doubt on the part of the Panel as to the man's acceptability anywhere in the company, in others to the feeling that an individual is only suitable in some particular job or in a limited area. From reports obtained from Divisions and Departments now employing these men, it is evident that their appointments have been completely justified, that in most cases they are doing very well.

Further advantages of the Selection Panel are that its existence is well known to the Appointments Boards of the Universities, that it is recognised as a desirable objective for an arts graduate to aim at, and that, in our view, initial success at an I.C.I. Panel provides the individual with one of the finest opportunities for starting an industrial career.

An ancillary benefit which arises from the Panel is that it brings together from time to time senior people from various parts of the company to act as a body, and it has often been said by those participating that the experience is not without value when handling their own staff problems. The two or three more regular members of the Panel find it helpful to have the assistance of minds brought fresh to this selection technique; their presence

also aids in answering questions which candidates may put about particular jobs in the various parts of the company.

PROCEDURE

First Day

Although the outlines of the Panel procedure are now well established, points of detail vary from time to time; the following account does not therefore necessarily represent the exact procedure at any one period.

10.00 a.m. The candidates assemble. They are provided with name badges, as are the Panel members later, for ease of identification. They are met by the Panel secretary and are briefed as far as is necessary at this stage.

10.10-10.45 a.m. A short essay of about two foolscap pages in length is written by the candidates. As far as possible subjects are chosen which not only reveal the candidates' ability to write clearly and concisely but also test their capacity to solve some ethical problem, their depth of thought, and their commonsense.

10.45 a.m. Coffee.

10.55-11.55 a.m. The candidates carry out written tests. Instead of the National Institute of Industrial Psychology Intelligence Tests used hitherto, 'Reasoning Tests for Higher Levels of Intelligence' are being adopted for a trial period. These have been designed by Professor C. W. Valentine, Emeritus Professor of Education at the University of Birmingham. Professor Valentine states that there is substantial agreement that reasoning tests give a very high correlation with general ability. It is not proposed that the test result should necessarily be taken as a final index of the candidate's intelligence or ability, but rather as an important factor in the overall assessment.

11.45 a.m.-12.00. While the candidates complete the 'Reasoning Tests', the Panel members meet in the chairman's room.

This provides an opportunity, particularly for those members who have not previously attended a meeting, to discuss with the chairman questions which may have arisen from their preliminary reading of the Panel documents.

12.00-12.15 p.m. The members of the Panel and the candidates come together for the first time. The chairman welcomes the candidates to the company; he introduces the selectors and may give a few salient facts about their careers in I.C.I.

The chairman then makes a few general remarks about the programme and the proceedings, in the course of which the following points are emphasised:—

CANDIDATES GIVEN EVERY CONSIDERATION

(a) As far as possible the proceedings will be kept on an informal and friendly basis, subject of course to the importance of the objective which is to find whether the candidates are of the calibre required by the company, at the same time not forgetting the question of whether the company is able to provide the type of career for which we think the candidate is suited.

(b) We appreciate that some candidates may be more nervous than others, but if they behave naturally it will be easier for the members of the Panel to make allowances for any tension that the proceedings may produce in the individual.

(c) Candidates are not in competition with one another, so they need not look sideways at each other. We might select all of them or none of them. We are seeking to maintain a standard.

(d) We do not expect that applicants will often know what specific jobs would suit them best, so it is one of our tasks to try to find this out for ourselves and candidates will help us by being perfectly frank. We lay stress on this because it is unfortunate for the candidate and for the company if a mistake is made in selecting a man for a particular kind of job.

(e) Those who enter our service must realise that there is, of course, a great deal to learn and that they will have to start learning at the bottom. They will be provided with some training, experience and opportunity, but in the early stages progress may appear to be slow and patience will be an essential part of a successful man's outlook. Apart from their initial training they will be in competition with others, including those who have joined the company without further education after leaving school and who are equally keen to prove their worth.

(f) In the event of their not being selected they should not allow this to depress them unduly. They may like to remind themselves that these Selection Panels are only held five or six times a year, in the course of which scores of applications are carefully screened. Failure to be selected does not necessarily mean anything more than that we have nothing quite suitable to offer at the present time. (Note: These remarks have to be qualified under present conditions since the best men may well receive offers from several large industrial concerns.)

CANDIDATES INTRODUCE THEMSELVES

12.15-12.45 *p.m.* Each of the candidates is asked to introduce himself to the Panel by means of a three minute autobiography. As this is not meant to be a test of impromptu speaking the candidates have already been given notice of this item.

The exercise is intended not only to introduce candidates but also to test their powers of coherent and logical speech, their ability to bring out the essential points in their talk, and their confidence.

After 2½ minutes a signal is given to remind candidates that half a minute only remains.

12.45 *p.m.* Selectors and candidates adjourn for pre-lunch cocktails. This period, the tea interval, and the quarter of an

hour before dinner, provide opportunities for the Panel members and candidates to meet individually and they help considerably in breaking down any tension felt by the candidates. At lunch and at dinner, candidates are placed next to a member of the company for the same reason.

TALK TOGETHER WITHOUT LEADER

2.20 - 3.35 *p.m.* Leaderless Discussions. Candidates are asked to discuss a topical subject, or subjects, amongst themselves. Members of the Panel join in as little as possible, doing so only to revive a flagging subject or to bring out a point which will provoke discussion.

Many aspects of the candidate's personality can be judged in the course of the discussion—such qualities as breadth of knowledge, power of expression, ability to argue coherently and to maintain a point of view in debate, strength of personality.

3.35-4.00 *p.m.* Tea.

4.00-4.35 *p.m.* Impromptu Speeches. The candidates are asked to give impromptu speeches lasting three minutes. In turn each candidate draws a card, reads aloud the three subjects printed on it, and announces the subject on which he will speak. He is given no time for preparation. Examples of the subjects that a candidate may find on his card are:—

1. Coming of Age
Short Story Writing
Philosophy
2. Golf
The Third Programme
Poetry
3. Vegetarianism
Nationalisation of Industry
Pigheadedness

The impromptu speech reveals the candidate's ability to think while he talks, his clear mindedness, his skill in dealing

with a subject of which he may know little and, often, his sense of humour.

4.35-5.15 p.m. During this period the candidates are invited to ask questions from the members of the Panel. This was introduced as an innovation during the 1955 Panels and was found to be very popular. Members of the Panel will be asked to co-operate with the chairman.

5.15-6.45 p.m. Candidates have free time.
5.15-6.30 p.m. The selectors (i) hear the results of the written reasoning tests, (ii) read the essays, (iii) if time permits consider their provisional assessments. The selectors usually find it convenient independently to arrange the candidates in order of merit and divide them into three categories:—

- (a) Probables
- (b) Doubtfuls
- (c) Improbables

These provisional opinions are then compared, and differences are discussed.

6.45-8.15 p.m. After a quarter of an hour's break the Panel assembles for dinner with the candidates, after which the candidates are free for the remainder of the evening.

8.30-9.00 p.m. Selectors have further discussion (as may be desirable) on their provisional assessments.

THE SECOND DAY'S PROGRAM

9.30 a.m.-4.45 p.m. Individual interviews with candidates at 45 minute intervals. During these interviews, which last about 35 minutes, each member of the Panel concentrates on certain aspects in order to prevent overlapping. The Appendix sets out the field of questions to which each member in general confines his attention. At the end of the interview the candidate is asked whether he wishes to add anything to what he has said or correct anything which may have given a wrong impression. He may also be asked if he thinks the procedure has been fair or

whether he has any comments which might help us in our future conduct of these Selection Panels.

During each interview the selectors aim at marking each candidate under the following ten headings. In doing this we place great emphasis on the personality, the general 'awareness', and the ability of the men to get on with other people.

1. Personal Acceptability
2. Scholastic Knowledge
3. Experience
4. Intelligence
5. Co-operativeness
6. Energy and Perseverance
7. Initiative
8. Leadership
9. Dependability
10. Final Assessment

These qualities are each defined on a printed sheet in the possession of the selectors. The marking is A, B+, B, C+, C,

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SOUTH AMERICA

LARGE OIL COMPANY REQUIRES TRAINING ADMINISTRATOR IN VENEZUELA WITH COLLEGE DEGREE. MINIMUM TEN YEARS EXPERIENCE IN TRAINING FIELD INCLUDING TRADES AND SUPERVISORY SKILLS TRAINING, HAVING BEEN HEAD OF TRAINING UNIT OF ORGANIZATION COVERING FULL RESPONSIBILITY ANALYZING TRAINING NEEDS, FORMULATING AND ADMINISTERING PROGRAMS. SEND COMPLETE EXPERIENCE DETAILS. WRITE BOX 450, % PERSONNEL JOURNAL, SWARTHMORE, PENNA.

Your Informal Organization: Dealing With It Successfully

By JOHN D. STANLEY
The University of Buffalo

EVERY day, working personnel people are faced with problems whose roots lie in the activities and attitudes of informal groups. Such groups exist in all organizations and at every level within these organizations. Everyone is familiar with cases in which *cliques* have interfered with personnel activities such as placement, promotion, transfer, and training. Frequently output is affected, line and staff conflicts arise, the introduction of new methods is resisted, communication lines are broken and rumors are spread over the informal organization's "grapevine."

No manager can successfully and permanently destroy the informal organization of his subordinates, nor would a wise manager attempt to do so. A good executive who understands the motivation and operation of informal groups can deal with them so as to make these often "troublesome people" the keystone of his firm's morale. Good morale within a firm means that individual personal aims are willingly subordinated to or, preferably, integrated with the basic objectives of the firm itself.

Informal organization is that network of personal and social relations which is not specified by formal organization.

The emphasis within the informal organization is on *people* and their relationships with one another; the emphasis within the formal organization is on *positions* defined in terms of authority, duties, functions, and responsibilities.

All organizations are based upon some source of authority. Informal organizations

Almost every company has its closely-knit groups which have no recognition on the organization chart, but which nevertheless greatly influence the tone and even the outcome of the enterprise. The author cites four "principles" having to do with the informal organization: he provides a check-list for appraising your understanding of it and your effectiveness in dealing with it.

are based upon the authority which stems from the personal acceptance of individuals by one another. This "informal authority" can *not* be delegated. Informal authority results from social interaction, and attaches to "person," rather than to "office." A person to whom formal authority is delegated actually has this authority only by virtue of his office.

As a direct result of the difference between the two sources of authority, the formal organization may grow to immense size, while the informal—since its authority is necessarily based upon intimate personal relationships—is severely limited in size.

The formal organization is intentionally created, while the informal organization develops spontaneously. Once in existence, the informal organization is reinforced by the occupational culture of group members, and has a culture of its own.

Because the informal organization has its own distinct culture, apart from the culture of the formal organization within which it exists, informal group values and goals may differ from those of the formal organization. Since informal group members are in the position of being individually responsible to a formal superior, and of being answerable to their informal group at the same time, a serious dilution of loyalty to the firm may result.

FOUR PRINCIPLES

Four principles or "guides to action" may help the personnel manager to deal successfully with the informal organization. Each of the four principles is based upon analysis of published research and case material on the influence and activity of informal groups.

Principle of Uniqueness. A particular informal organization bears some general similarity to other informal organizations, but in detail it is unique and local, and must be studied and analyzed in the situation in which it exists.

The significance of this is that there is no single research procedure which can be universally used by a manager to analyze informal group influence within his firm.

Principle of Resistance. An informal organization will resist any threat to its cultural integrity.

The significance of this is that the members of an informal organization react as a group, rather than as single individuals. Awareness of this group reaction enables managers to anticipate possible resistance and to form policies which will minimize interference with the firm's operations.

The research bases for this principle include studies revealing group resistance to personnel department actions, technological change, and organizational change.

Principle of Degree of Control. An informal organization will exert a degree

of personal control over its members which is not attainable by the formal business organization.

The significance of this is that managers cannot, in their formal office, exert either the amount or the type of personal control over subordinates or superiors that may be exercised by an informal organization over its members. Unless counteracted, this informal control may challenge formal control and disrupt the formal organization.

Principle of Integration of Objectives. The objectives of the informal organization are an essential part of its cultural heritage; to insure their integration with the objectives of the firm, managers must plan and develop a program for integration, including effective two-way communication as a major element.

The significance of this principle is that a manager must take purposive action to insure harmony between his firm and the informal groups within the firm, since it is unlikely that such harmony will occur spontaneously.

PERSONNEL MANAGER'S CHECK LIST

The purpose of the check list which follows is to suggest a self-test by which a manager may evaluate the nature and influence of informal organizations within his firm, and the effectiveness of his program for harmonious coordination of the informal organizations with the formal organization.

Based upon a thorough study of published material on the informal or social group, it is felt that too little emphasis has been placed upon this vital aspect of management. Therefore, a check list is offered which can be used by a practicing manager to supplement his existing human relations auditing procedure. In the event that most of the check list questions are answered in the affirmative, little further action would be needed; however, if many questions are answered in the nega-

tive, an important method of controlling human behavior has probably been allowed to go unused.

Human relations management which gives thought to the informal organization is logically sound, and will give a more accurate account of actual phenomena in the firm than if there is no allowance made for *group* motivation.

In using this check list a manager will disregard questions which do not apply to his particular situation, and will add, from his own experience, questions which he knows will apply to his firm's operation. Really, the check list is no more than a suggested self-test which is designed to remind the auditing manager of the power and influence of the informal organization. It is intended that each item be answered with a *Yes* or *No* and a notation of *Action to be Taken*.

Nature of the Informal Organization

1. Do the supervisors understand the difference between the formal and the informal organization?
2. Are the supervisors trained to recognize the bonds of common interest which provide a basis for informal group formation?
3. Are the supervisors trained to identify informal groups?

Research Requirements

1. Are the three basic conditions for successful study and analysis of informal organizations met?
 - a. Do the managers understand and have an interest in the research?
 - b. Is there continuity of research effort?
 - c. Will action be taken in accordance with the research findings?

Personnel Management among Rank and File

1. Do personnel requisitions carry supplementary "social specifications?"
2. Is non-directive interviewing used to probe a recruit's attitudes and sentiments?
3. Are isolates ("lone-wolves") assigned to solitary jobs?

4. Are transfers and promotions considered on the basis of group expectations, as well as from the firm's point of view?

5. Are people who don't fit in reassigned?
6. Are the "natural leaders" identified?
7. Are the "natural leaders" trained for formal leadership?

Production Management

1. Are informal group ties and pressures being used to reduce absenteeism and turnover?
2. Is there an absence of significant intentional restriction of output by informal groups?
3. Does the firm have a program for "profit-sharing" work teams?
4. Are "wildcat" strikes examined for informal group influence?
5. Are first-line supervisors trained to combat "wildcat" strikes?

Line Management

1. Does the firm have a policy to re-establish the dignity of the foreman's formal role?
2. Is action being taken to avoid "trained incapacity" among the middle managers?
3. Are top managers habitually careful in their informal organizational dealings?

Staff Management

1. Is the line-staff conflict minimized by educating and training each to respect the functions of the other?
2. Are staff managers encouraged to broaden their perspective?

(Continued on page 102)

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Today's Group Training Problems

By EUGENE EMERSON JENNINGS
Michigan State University, East Lansing

This is the first article of a series which will present some hypotheses and their application to the problems of (1) encouraging and directing participation, (2) enhancing group agreement and decision and (3) assuring proper application of training results on the job.

The word *hypotheses* is used instead of *principles* because the ideas to be presented have not yet been applied in as wide a variety of situations as is necessary to establish them as principles. Training directors have not yet done enough experimenting with them—had enough experience. By putting these theories before you in such a way as to encourage their use I hope the right to call them principles will ultimately be established or refuted.

A common tendency today in almost all areas of business is this incessant threshing over of methods and devices. In one sense this is understandable. When we are confronted with a sudden crisis, as industry was when it suddenly realized its shortage of leaders and expert practitioners of good human relations, both students and workers in the crisis area resort to nostrums in the hope of finding a quick solution of the problem. New methods are dreamed up while old ones have their last ounce of usefulness wrung dry. Theorizing takes place only after some alleviation comes from meeting the emergency or when continual failure finally requires reflection and evaluation. The exact state of human relations training is difficult to determine, but there is a growing number of students and practitioners who believe that in desperation we must now sit back and theorize as to

Are training directors sacrificing too much for the sake of group participation? Are they fostering in trainees' minds that nothing is more important than being found on the side of the majority? Does emphasis on group judgments only produce greater human relations problems? The author raises these and other questions in preparation for the more detailed discussion which is to follow.

what went wrong and why results have fallen short of expectations. Perhaps the answer is to be found in one or more of the following tendencies:

- (1) leveling—the other-directed attitude.
- (2) verbal exhibitionism.
- (3) over-emphasis on majority and quantity.
- (4) ignoring of small-group training.
- (5) lost art of teaching.

Before proceeding to discuss these tendencies it should be made clear that they have arisen through improper use of group training procedures, and do not reflect on the value and continued use of group training procedures.

One very common trend today is, of course, the use of group arguments and consensus as a means for influencing desirable behavior on the part of trainees. Participation is seen as the means whereby these forces are awakened, and no doubt it has a positive influence in an age wherein the complexities of business and industry seem to overlook the psychological needs of individual man. But the use of group

pressure has not occurred without some sort of sacrifice.

INDEPENDENT THINKING LOST

One such sacrifice is independent, critical thinking. What is decidedly on the increase is what I call "leveling", which is one of the greatest ills of a vast number of executives and supervisors and which is greatly increased by the use of committees and group training. It is apparently a case of ceasing to think about a problem as one would in private and, instead, thinking about it according to the personalities that make up the group. This may be described as being sensitive to the other man's viewpoint; but "leveling" tends to go further and to bring individual views into line with those of the group without any penetrating analysis. Judgment of what is or is not pertinent is tied up with the way in which the individual sees the group and how it relates to him. In leveling, then, a pertinent fact is the marriage of what one believes in with what may be acceptable. Because it is the process whereby thinking and judging are brought in line with the structure and norms of the group, group agreement is not necessarily indicative of the validity of the group decision.

The interesting result is that, by suppressing critical thinking through overemphasis on group agreement, the problems of leadership and human relations are actually increased. This result seems to follow whenever the authority of ideas takes a back seat to the authority of their acceptance.

It is ironical that in order to achieve maximum effectiveness in a human relations or leadership training program, group forces are often used that actually increase the need for more leadership and better human relations. Many instances of this kind indicate that there is some truth to the often heard accusation that human relations and leadership training merely

makes for more complicated human relations, both in the training room and on the job.

A very close kin to the "leveler" is the "other-directed" person about whom we hear and read much today. He is similar to the "leveler" in that his beliefs, behavior and values are directed by the beliefs, behavior and values of others in the group. He learns to be sensitive to what others think of him and play the role that they expect him to play. Leadership to him is not so much being inner-driven by his own ideas and beliefs and accordingly persuading others to his cause, as finding out what others believe and want and giving them unique interpretation and personal attention. Essentially, this is getting leadership through clever followership. There is no doubt that the "other directed" person is increasingly needed today, and there is no doubt that he is becoming increasingly common because of the growing emphasis on group involvement. But the threat of too many "other directed" persons—to originality, creativity and progress—is great enough to list it as one of the problems belonging to group training today.

TRAINEES BECOME "VERBOTS"

Besides this tendency to turn attention from developing critical, independent thinking to developing social, group skills, there is a tendency to develop trainees (largely from over-emphasis on the value of participation) into what are called "Verbots". An example of this kind of person is the housewife who gains emotional release by verbalizing her problem to a sympathetic neighbor.

Some trainees quickly catch hold of this release pleasure when, because of free opportunity to participate and "let their hair down", they verbalize their problems in a frank and understanding atmosphere. The semantical principle, often used in training, that a good half of the trainee's

problem is in his inability to state his problem clearly becomes reinterpreted as the principle whereby half of his problem is resolved merely by finding adequate words with which to express it.

The fallacy is that his problem becomes all the more real to him and not the least bit resolved when adequate words are found with which to express it. But in so many cases where there is over-emphasis on participation, some trainees acquire an emotional excitement and release through the pleasure of laying themselves wide open before others. One observer of this tendency calls it "verbal exhibitionism."

TRAINING NOT PUT TO USE

Of course, not all trainees are or become "verbots", but so often those who most need human relations training intuitively fear facing up directly to the primary responsibility of taking themselves in hand and using the subject matter of the training for their personal betterment. This is called self-assumption of responsibility for putting into practice the training material. Often they go only to that stage of feeling comfortable in talking about their problem to others. As some of you readers probably know better than the writer, this first step becomes the final step for many and the only result of the training effort is that you have made the trainee feel accepted by others because of his weaknesses rather than in spite of them.

In addition to this tendency of freezing training progress at the statement of problems, there is a strong tendency to give undue priority to majority influences and whims. Specifically, I mean the general high regard for what numbers mean to many training directors and trainees. The infinite value of the individual, or the few, has today been supplanted by the infinite value of the majority, or the many.

Of course we need not be too critical

of ourselves, for we see this tendency in other walks of life too. We cannot mourn our dead without Carnegie Hall and forty vice-presidents. Charity is an association. Religion is an endeavor to be numerous and communicative. We must be attended to in crowds. How many of us have found ourselves for one brief moment in a certain sheepish feeling at being caught in a small audience. This is no insignificant experience today. You undoubtedly have noticed the people looking furtively about, counting heads. The gradual chill that spreads softly about as the small audience realizes its own modesty is deadening to enthusiasm.

The same disappointment comes to many when the training session is attended only by a few. The quantity must be there before effort on the part of the trainee or the training director is justified. The quality that comes from the intensive participation of a few is not appreciated as much as the extensive participation of a large group.

TOO MANY "NUMERISTS"

Someone aptly labelled these people who fail to appreciate the infinite value of the one, or the few, as "numerists". His commonness is appalling. To him, an idea is not good until it has backing by the majority, and the training session is not a success unless the majority feel happy about it. The training director who, instead of telling them what they ought to do and know, runs errands for them morning, noon and night, becomes an agent for the majority. With coddling for majorities, and tact for whims, he carefully picks his listening posts while he does as much good as the majority will let him and tells them as much truth as the majority will hear.

If this is strong language for some readers, don't feel that the writer has failed to include himself as at one time among the numerists. Some of you re-

member several years ago in another series where I wrote about the "pass" method. This method I, and others, still use today, but at that time I too had somewhat the same cringing before masses of little facts instead of concerning myself with the few immeasurable or profound ones.

In rebuttal to this charge, the training director might say that if he were to initiate the subject matter and to single-handedly father the few profound ideas that his superior training should provide, he would not play the role expected of him by trainees today. He who teaches today is lost, so to speak.

GREAT TEACHER-TRAINERS NEEDED

The innumerable benefits and results of one single great teaching-training director, penetrating every trainee who knows him, is a thing of the past or else a thing that has not yet arrived in training. But this need not be. It has come about because many of us do not know or do not practice the fine art of teaching, of casting a spell of attentiveness, interest and enthusiasm through the proper choice of ideas and words, amplified by carefully controlled participation from trainees. It has come about because we have lost sight of the infinite worth of the one—namely, the training director.

Another rebuttal often heard is that a small group, say four to eight trainees, is not economically justifiable today. This charge might be supportable if it were known that a small group cannot accomplish any more than a larger group, say the usual sixteen to twenty. But the results and benefits of many of our human relations and leadership training programs are difficult either to assess or to intuitively grasp. In the cases where the program is set up to allow before-and-after quantitative evaluation, the data are in most cases disappointing. Some of us

wonder if the effort and money poured into human relations and leadership training is actually being wasted. The charge is not without support and introduces us to another tendency.

ADVANTAGES IN SMALLER GROUPS

Because of this emphasis on lots of ideas from lots of participation from a large group of trainees, the problem of achieving this result requires facile use of the many methods and devices of training. One has to rely more upon them (trainees and methods) than upon the person of the training director, his contribution in the way of knowledge, logic and emotional warmth, as the group increases in size. Thus, the smaller the group the more the individual is appreciated, and especially is this true of the training director.

You who have been working with small groups know how much more access you and your ideas have to the inner thoughts of the individual trainees, and the less reliance you need to place upon methods of conducting the conference and getting participation. You can be more yourself, and the same is true of trainees. Since benefits of large group training are often difficult to assess, and when evaluated often prove disappointing, perhaps we should try small groups where supposedly intimate contacts allow better identification and evaluation. If this were tried we might find economic justification because of the superior benefits.

In reflecting back on these tendencies we note that they are all fairly much related to each other and come under the general idea of negative results of using group forces and methods. But the positive results are many and justify more careful analyses of how they can be obtained while avoiding the negative results as far as possible.

(This is the first of a series of articles.)

For Non-Directive Interviewing You Must Know Yourself

By WILLIAM M. FOX
University of Florida, Gainesville

IN GENERAL, there are three distinct kinds of objectives in interviewing. There is the selection interview to arrive at a sounder decision as to a person's qualifications; the grievance interview to clarify issues so that an equitable solution to difficulties may be found; and the counseling interview to help a person to make better adjustments in his daily living.

Though these three types differ in purpose, there is a growing awareness that they have much more in common than has previously been suspected. For years, lists of rules and principles have been developed for each type and it has not been too uncommon for interviewers to regard themselves as specialists in one of the three. Specialization in itself is not undesirable; what is undesirable is the assumption that competence with one type is unrelated to competence with the other two.

This assumption is undoubtedly encouraged by the existence of two quite different ways of going about the interviewing job; the directive way and the non-directive way. The former is older and it has an authoritarian bias. It is "interviewer oriented" in that it requires the person interviewed to cooperate passively while the interviewer diagnoses and then "calls the shots." It is used for selection interviewing in the belief that only a carefully structured, cross-examination method will yield the necessary information. It has been used for years in counseling with the idea that a person may be "straightened

The non-directive interview may look easy but the appearance is illusory. The author says the foundation for better non-directive interviews—which he considers better than directive interviews for most purposes—is self-understanding and self-discipline. The interviewer must subordinate his own emotions and opinions and develop "detachment from self".

out" by telling him what's wrong, and then prescribing a course for him to take.

The non-directive approach is based upon very different assumptions. It is in part the product of years of questionable success with the directive method. It is "interviewee oriented" and permissive, not authoritarian. Its development has been fostered by the realization that emotional or attitudinal blocks prevent a person from objectively viewing his motives, his behavior, his problems, or the facts of a given situation. The chief function of the non-directive interviewer, then, is to assist the interviewee in clearing away these blocks, in the counseling situation, so that he may take effective remedial action on his own initiative; in the selection interview, the aim is to "bring out" the interviewee fully so that he will reveal his true motives and values.

Since the non-directive interview was developed primarily by psychiatrists and social scientists as a clinical procedure and

lacked the definiteness and business-like manner of the directive method, it is not surprising that many consider it inappropriate for selection interviewing and, for that matter, altogether out of place in the business environment. The truth is that, whatever the purpose of the interview, the primary goal of the interviewer remains the same: to learn as much as he can about the interviewee. And the non-directive method provides the best means for doing this. Arnold Judson in the March-April 1954 *Harvard Business Review* gave a concrete illustration of the potentialities of the non-directive method in selection interviewing in an article titled "New Approach to Executive Selection".

DECEPTIVELY SIMPLE APPEARANCE

Yet, though it seems deceptively simple, the non-directive interview is far more difficult and demanding than the directive. This is not due to complexity of procedure; the requirements can be stated as follows:

The interviewer must be predominantly a good listener. He must be sincerely interested in what the other person is saying, in trying to understand his view of things.

He should keep his personality and emotions out of the interview, except as a means of gaining the confidence of the interviewee and encouraging him to talk.

He should not question the factual accuracy or "rightness" or "wrongness" of what he hears; his job is to understand the other person, not argue with him.

He must look beyond the surface of expression, for what the interviewee does not or cannot tell, as well as what he tells.

He should encourage the interviewee to discuss more fully those things which seem appropriate on the basis of his running analysis—unwritten—of the material heard. This must be done by the use of questions which inquire, rather than conclude or challenge.

And, of course, he should provide privacy without interruption and adequate time for the conduct of the interview.

For a fuller discussion of the non-directive approach, you may wish to look up *Counseling and Psychotherapy* by Carl Rogers (Boston: Houghton-Mifflin, 1942); *Management and Morale* by F. J. Roethlisberger (Harvard University Press, 1941), p. 41; and "Creative Listening" by L. J. Henderson in *Readings in Personnel Administration* (New York: McGraw-Hill, 1952), p. 186.

MUST ANALYZE OWN VALUES

The real difficulty encountered by many interviewers in attempting to use the non-directive method is their emotional inability to apply it, not logical inability to understand it. We all have our own value systems, our pet likes and dislikes, our own opinions on virtually everything. To a greater or lesser degree a "questioning" of any of our attitudes tends to make us feel threatened, puts us on the defensive, for it is an attack against what we stand for and, consequently, our personal security. The chronically insecure person finds the non-directive interview especially difficult, for he is so wrapped up in his own fears and needs that he cannot develop the "detachment from self" that is necessary before he can listen sympathetically to others regardless of their views.

What can you do to develop your non-directive interviewing skills? You can start by examining your emotional sore-spots for what they really are: usually not facts or absolute values, but your view of things. True, a defensive attitude or the desire to argue with your interviewee will arise despite your wish not to have it arise. The critical point is whether you act upon the impulse or, through self-knowledge, discount it as unnecessary and irrelevant to the job at hand and the maintenance of your self-esteem.

Against Compulsory Retirement

By HERMON K. MURPHEY
A Retired Executive

COMPULSORY retirement is socially undesirable, economically unsound, and ethically wrong.

The imposition of arbitrary age limits on the right to work is incompatible with the principles of individual freedom and free enterprise upon which our society is based. Age discrimination is in the same category as class or race discrimination. Society should not deprive older workers of equality of opportunity in the competitive struggle to make a living.

Compulsory retirement is based on the theory that there is only so much work to be done or so many jobs to be shared and that, consequently, older workers must be shoved aside to make way for others. This make-work theory is economically unsound. Arbitrary curtailment of earning power because of age is as economically wasteful as plowing under crops. Unwillingness to utilize the productive capacities of everyone regardless of age shows a lack of sound economic principles.

Unnecessary retirement of older workers means a loss of the contribution those workers might make to national income and to tax collections, and at the same time adds to the burden of the social security system. The harmful effects of that policy will increase in the future as a result of the expected larger proportion of older persons in the total population. Ultimately, the burden of supporting that group may compel a return to the sound principle of full utilization of human effort to achieve the greatest possible output.

Forced retirement of persons able and willing to work is ethically wrong. It

Perhaps this is once when we should dodge behind the statement that the author's opinions are not necessarily shared by the editors. One problem you may feel he has not given sufficient attention is the stagnation to which an organization is condemned if executives are not retired, or made "consultants", at 65. Few good men will remain in such circumstances. What do readers think about compulsory retirement?

deprives such individuals of the satisfactions resulting from productive achievement. It substitutes a dole for earnings. It destroys self-confidence. It places a stigma on the individual by implying that his productive capacity has become of no value. Forced retirement means fixed income. There is no assurance that such income will remain fixed in terms of purchasing power. The employer who follows the practice of compulsory retirement may be condemning persons able and willing to work to a life of semi-privation as well as mental stagnation.

The reasons advanced in support of compulsory retirement are numerous but unsubstantial. It is sometimes advocated as an easy way of getting rid of superannuated employees. But the employer who lets his employees reach that stage is negligent. A slowing down in performance resulting from age or any other cause requires a reappraisal of the abilities of the person with a view to possible changes in the job or a transfer to other

work. In some cases retirement may be the only solution, but there is no evidence that decline in work performance necessitating retirement occurs at the precise age of sixty-five.

TREAT OLDER WORKERS INDIVIDUALLY

The uniform practice of arbitrarily retiring employees is an example of an unfortunate tendency in personnel administration to adopt fixed rules and follow established patterns. In dealing with individuals some consideration must be given to the conditions and circumstances in each case. This is recognized in promotions and to some extent in determining salaries. An employer must evaluate jobs and establish rates of pay. He must pick and choose his supervisors and executives. Why then should he shirk his responsibilities in picking and choosing aging workers capable of continued employment?

Compulsory retirement is also advocated as a means of creating more opportunities for the advancement of younger workers. This make-work idea is not only unsound but it is also unfair to the older workers. Why should youth be given special favor? Death, voluntary retirement, the continuing job changes resulting from expansion of activities, or resignations will always create job opportunities for the younger people. Moreover, whenever a subordinate could do a better job than his superior he should be given the opportunity regardless of the age of that superior. All that age asks is the opportunity to compete with youth.

It may be argued that the employer who has provided what seems to be an adequate pension has fulfilled his obligations, since the retired employee still has the right to seek work elsewhere. It should be pointed out that forced retirement may deprive the retired worker of earnings greater than the contribution of the employer. His chances of finding other employment depend largely upon the type

of work he was doing. Most jobs today are specialized, and the average retired employee will have difficulty in finding work suited to his experience and ability. Odd jobs are not a satisfactory solution. Also, forced retirement is practically the same as discharge and suggests to prospective employers that the individual in question is incapable of work.

MAKE PENSION REQUIREMENTS PLAIN

The notion that retirement policy is a procedural matter entirely disassociated from a pension plan is false. The pension agreement is a contract and acceptance by the employee of the retirement policy set up by the employer is one of the considerations of the contract. Failure on the part of the employer to disclose the nature of that policy at the time the contract is made constitutes fraud. Even if it is clearly understood between the parties that compulsory retirement at a given age is part of the agreement, it can still be argued that a person entering a pension plan has no way of evaluating what he is giving up or how he will feel about retirement when he reaches sixty-five.

There are equally false notions about the determination of earnings where pensioners are retained as employees. The pension has no bearing on the amount a person should be paid. Earnings should be determined by ability to produce. It is as unfair to reduce the wage or salary of a pensioner by the amount of his pension, providing that he is as productive as his fellow non-pensioners, as it would be to deduct the investment income of an executive from his compensation.

The fallacy of compulsory retirement rests on its disregard of differences in men and jobs. Some workers are eager to retire at sixty-five or earlier. Some are forced to do so because of physical conditions. But there are many who would prefer to continue working either because they

enjoy their work, because they want to keep occupied, or because of financial obligations or other reasons. Jobs differ as well as individuals. The retirement age for a baseball player or a boxer obviously comes earlier than in other occupations. Retirement from physical work is not in the same category as retirement from mental activity. Imposing an arbitrary age limit on the right to work without regard to the human factor or the job is fundamentally wrong.

The Selection Panel

(Continued from page 90)

D+, D, E+, E. As the candidates have all been screened beforehand it is not expected that any of them will have a final or average assessment below C+ and they normally have to have an assessment of B+ for acceptance under the scheme, bearing in mind that we are looking for potential heads of departments.

After each interview the selectors agree on the overall Panel marking and come to a decision, referring where necessary to a list of the vacancies for panel men in the various units of I.C.I. The successful candidates will be so informed and invited to have a further talk with the member of the Recruitment Section who originally interviewed them, to discuss the part of the company which they

might join, having regard to any views expressed by the Panel. This should obviate difficulties or delays at a later stage if a man is invited for an interview in some part of the organisation in which (possibly for good reasons) he might not be keen or willing to serve. The decision is confirmed in writing to those who pass the Panel, and other candidates are informed of the result within three days.

(Next month: Imperial Chemical Industries' "Procedure for Interviewing Trainee Panel Candidates" and "Notes for the Guidance of Interviewers".)

Your Informal Organization

(Continued from page 93)

Technological Change and Organizational Change

1. In making a change, is consideration given to its short-run cost to personnel, and to their probable reaction to it?
2. Is news of the change communicated to personnel concerned well in advance?
3. Are workers given all possible reassurance of retention on the work force and preservation of status?

Communication

1. Are steps being taken to eliminate the blocking of communication by informal organizations?
2. Is the informal organization recognized as a fertile ground for the growth of rumors?
3. Is there a definite program to prevent the spread of disruptive rumors?
4. Is the informal organization being consciously used to communicate?

About the Authors

Eugene Emerson Jennings is Associate Professor of Management in the College of Business at Michigan State University, East Lansing. Among other degrees, he has a Ph.D. from the State University of Iowa. Dr. Jennings previously taught at the Wharton School of the University of Pennsylvania. He serves several organizations in a consulting capacity.

William M. Fox is from New Orleans. After receiving degrees from the University of Michigan in 1948, he was assistant to the personnel director of a textile mill for a while,

then completed his doctoral work at Ohio State in 1950. Since then he has taught at Texas Technological College and the University of Washington; while at the latter his Ph.D. dissertation was accepted. His present post is Assistant Professor of Industrial Relations and Management at the University of Florida at Gainesville.

H. A. Franzman has been with General Electric in the Tell City (Indiana) Tube Plant

(Continued on page 107)

Just Looking, Thank You

CHARTING FOREMEN'S COMPENSATION

(See graph on inside first cover)

FROM Dale D. McConkey, Executive Assistant, Beech-Nut Packing Company, Canajoharie, New York, comes the interesting graph which appears opposite the Contents page, and the following report of its use. Says Mr. McConkey:

Compensation of first-line supervisors has become more complex as increasing unionization of factory workers has resulted in the spiraling of wage rates. The traditional differential between worker and supervisor in some instances has all but disappeared. This condition has made necessary a piercing analysis of foremen's compensation.

The plan I devised to cope with this problem was installed in an eastern food manufacturing company employing about 1600 people. Fifty-seven foremen were covered. The company had lacked formal job evaluation and salary administration plans; as a result—

(a) There were no established salaries or ranges. Foremen did not know how much they could earn or how valuable their jobs were.

(b) The relative value of jobs had never been established. The jobs of foremen who supervised unskilled labor were rated on a par with those who supervised highly skilled employees.

(c) No consideration was given to the earnings differential between supervisors and their workers.

(d) Salary increases were granted on a hit-or-miss basis, with ample opportunity of being influenced by the personal likes and dislikes of the foreman's boss. Instead of individual increases of varying amounts, across-the-board increases were the usual thing.

CONSTANT PRESSURE ON MANAGERS

Consequently, management was constantly deluged by the gripes of foremen that they should have increases, or that the increases

given them were insufficient. Lacking a suitable plan, management could not tell whether the gripes were legitimate, and was continually on the defensive. Discontent reached such proportions that some employees actually refused promotions to foremen's jobs.

The writer was assigned to making a detailed study of the problem and presenting recommendations. When we got under way our first step was to write job descriptions of the fifty-seven foreman jobs. That was followed by evaluating the jobs. The next step was to evaluate the performance of the individual foremen in the jobs. For this a merit-rating form was devised to express the over-all evaluation in points, ranging from eight points for a "poor" foreman to forty-two points for a "superior" foreman. Each foreman was rated by his immediate supervisor, and the rating was then reviewed by the next higher supervisor. Finally, ratings were sent to the Job Evaluation Committee for their action.

Our third step consisted of combining the job evaluation and the human evaluation, both expressed in point values. The actual combining or correlation was accomplished by means of the accompanying graph. (Opposite Contents page.)

EXPLANATION OF GRAPH

Graph Construction. Weekly salaries were plotted on the vertical scale and the job evaluation points on the horizontal scale. It was assumed that the least important foreman's job was worth from \$85 to \$90 per week and these minimum and maximum salaries were noted on the horizontal scale of the graph. (See letters A and B on graph.) A salary range, \$103 to \$122, was then established for the most important foreman's job. (See letters C and D on graph.) The minimums for the least important job and the most important job were then connected by a straight line. (See Line 1 on graph.) The maximums for both jobs were similarly connected. (See Line 2 on graph.)

When establishing the salary ranges for the least and most important jobs, consideration was given to such factors as earnings surveys of foremen for the area and for comparable jobs in industry, as well as the earnings of the highest paid employees supervised.

Graph Interpretation. As an illustration as to how the graph is interpreted, an example will be used in which a particular job has a value of 540 points and the foreman performing that job was rated on his merit rating form as being worth 32 points. The job value of 540 points is located on the horizontal scale and by reading up the scale it is found that this job has a minimum salary of \$99 (see letter E on graph) and a maximum of \$115 (see letter F on graph). Thus, the salary range for this job is \$99 to \$115. To determine what the foreman's actual salary will be within this range, his merit rating of 32 points is located on the graph, (see letter G on graph). His indicated salary would be \$111.

As a result of the study, certain foremen

were found to be overpaid; others underpaid. Immediate adjustments were made for the underpaid, but no downward adjustments were made for the overpaid.

The plan was explained to all foremen collectively and then both the job rating and the personal rating were explained to each foreman. Counseling was made an integral part of these explanatory interviews and, as a result, the foremen accepted this plan with a minimum of objection. Grievances concerning salaries have decreased appreciably in 3 years.

EDITOR'S NOTE: A most interesting procedure, but we wonder what happens when a foreman, who one year had a "personal rating" of "X", the next year has a rating substantially below "X". Does he gracefully accept a cut in his salary or does he resign? And what happens to the morale of his fellow foremen when they see how the system may work out?

PERSONNEL WOMEN TALK SHOP

A VERY democratic free-for-all discussion of questions which had been sent in by the membership was an interesting feature of the 6th Annual International Association of Personnel Women's conference held in Philadelphia in April. The panel consisted of Viva Armstrong, California Packing Corporation; Dorothy K. Hill, The Central Trust Company, Cincinnati; Doris E. Price, technical administrator, for personnel, Fidelity-Philadelphia Trust Company; Gladys D. Meyer, White Rodgers Electric Company, St. Louis; and Mildred Webber, of the University of Michigan. Audrey Lee Stone, of Schlumberger Well Surveying Corporation, Houston, was the moderator. Many helpful ideas also came from the floor.

The first question considered was coffee breaks. Although each company had its individual way of handling this problem, the general policy described was a 10-minute break with permission to go

to the cafeteria for coffee or, lacking a cafeteria, to drink the coffee at desks.

On the question of whose job it is to check on absenteeism, the consensus was that it is the supervisor's job with the assistance of the personnel office where attendance records are usually kept. An epigram describing the most effective means of getting good attendance and, in fact, good performance in general, was: praise in a loud voice and criticize in a soft voice.

The ever-present problem of how to get enough clerks and secretaries brought forth the experience of a number of companies in training their own typists and office workers—for the most part, high school graduates. How to sell the college graduate on the idea of being a secretary was discussed without any real solution. It was agreed that most college girls want a more glamorous and less confining job.

The various ways in which high

schools and colleges have used the co-operative program were described. Sometimes two high school students will each hold a job two weeks at a time and then go to school for two weeks. Another practice was for a team of two to hold a job, one working in the morning, and going to school in the afternoon, while the other reversed the process.

A question about middle-management committees brought forth the negative response that whenever women want to get on such a committee it has been disbanded. This sounded pretty discouraging.

Another question was about clothes. How can you make sure that girls in offices and factories wear suitable clothes? Gladys Meyer mentioned that her company liked the girls to look like ladies and discouraged alike the wearing of slacks or sun-back dresses on the job.

In regard to the scarcity of secretaries, it was mentioned that one of the selling jobs personnel women have to do is to sell the executives on the idea of a secretarial pool, which is one answer to the problem of distributing these skilled workers.

The responsibility for selling employee benefit plans and the indoctrination of new employees was unanimously decided to belong to the supervisor, with the personnel department laying the groundwork. References were discussed, with a lot of participation from the floor. Membership in an active personnel association seemed to be one of the best ways of checking new employees. Letter writing and letters of recommendation generally were not considered to be the best ways of getting this information. A telephone question is often more readily answered honestly than a letter.

EXIT TALKS WORTHWHILE?

Exit interviews came in for a good bit of attention. Some people questioned their value, especially as they took place on the last few days of a person's employ-

ment. The interview with the employee who is leaving to get married or have a baby was contrasted with the interview of a person who has been discharged. It was the opinion of the group that, in the case of a discharge, the personnel department ought always to have a chance to hear the employee's side of the story right after he has been dismissed. Working in a personnel department was described as like being on a teeter-totter—sometimes you incline toward the employee and sometimes toward the supervisor, at the same time you must try to keep a balance. Exit interviews often yield information of value in training. Situations disclosed by the interviews can be dramatized in role-playing sessions and make good teaching tools for the training of supervisors.

William H. Reed, director of training, The Atlantic Refining Company, Philadelphia, spoke on "Training Looks to the Future." The idea of training for promotion, he said, is getting a lot of attention just now. There is no substitute for the tried and true directions for trainees: hear, read, say, do. He illustrated his talk with many stories, one of which showed the error of underestimating the intelligence of subordinates. A girl was observed disposing of waste paper at a restaurant over a period of several days. Someone finally asked her where she got so much paper to throw away. She answered that there was a penalty for typing mistakes in her department, so the girls took turns disposing of the evidence, since the supervisor was in the habit of checking the wastebaskets!

3-DAY WEEK-END COMING?

Donald L. Thomsen, applied science division of International Business Machines Corporation, Philadelphia, described automation in modern business for the group. Automation, he said, is concerned with the idea of feed-back. It implies a self-governing device of some sort.

The industrial revolution made it possible to make a lot of things at a time. But if you wanted to change over to the manufacture of a different item it was necessary to retool. Now a single machine, without retooling, can manufacture a variety of articles. A large number of routine clerical operations can be done by machines, but the real savings come not in the kind of operations but in the rapidity with which they are accomplished. Dr. Thomsen, in discussing the effects of automation, predicted that there would be no rapid changes, but that sometime soon we might expect a three-day weekend. Jobs will not be lost, they will be changed. They will grow more interesting and varied. The major effect of automation, he concluded, would be a general upgrading of jobs.

QUALITIES EXECUTIVES NEED

Edward N. Hay, president of Edward N. Hay and Associates, Philadelphia, discussed executive appraisal and its growing acceptance by business. He listed several appraisal factors useful in evaluating executives. First, he said, was integrity, which involved not only morals and ethics, but meant also a unity of personality. Experience and interest he mentioned as fences to be jumped successfully. Ability must be not only quantitative, but qualitative, so that the ability can be effective. Health is essential, but often overlooked. Vigor, vitality, drive are important. There should be not only sheer energy, but consistency of energy. Clear aims should be consistently followed. The executive should possess effective human skills. He needs to have insight, to know other people's motives and points of view. There are two kinds of insight, according to Mr. Hay. One is intellectual, the other emotional. A good executive needs to be able to read both the mind and the emotions of those with whom he deals.

Finally, executives should be able to delegate authority successfully.

Executive appraisals, to be useful, Mr. Hay felt, should be presented to the client in a form he can use. Mr. Hay prefers to give the client the facts, and let him make his own decisions. It's easier to carry out decisions you make yourself. Three questions should be considered in appraising executives. First, what does the job require that he should know? Second, what kind of judgment does he have, does he have the ability to solve technical problems, or people problems? Third, what load of accountability can he carry? How much responsibility can he take?

Althea K. Hottel, dean of women, The University of Pennsylvania, took a look at the future of women's education, at one of the luncheon meetings. She reminded the group that many requirements

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were made of women, by her home, family, community, school, job, and so on. Women need perspective, to take a long look ahead. Two types of American women,

Dean Hottel felt, are dangerous: those who are apathetic, and those who are discontented.

DORIS HAY AND DOROTHY BONNELL

WILL NOT JOIN THE "T.G.I.F."

SOME readers will recall the amusing and anonymous call in our April issue for qualified personnel directors to join the "Thank Goodness It's Friday" Club. The feature was a harrowing account, possibly somewhat exaggerated, of the troubles that befell one personnel manager from Monday through Friday, entitling him to the cherished T.G.I.F. membership.

"Personally, I'm not interested in joining the Club," writes H. A. Franzman, Supervisor—Personnel, General Electric Company, Tell City, Indiana. "Oh, it's true, I have on occasion said 'Thank Goodness, It's Friday'; however, it was usually for reasons other than my job." Mr. Franzman continues:

Personnel is a service function. It is our job, our duty, to solve other people's problems.

We are paid for results, not excuses. No problems; no Personnel Directors. Not only do we employ people, we try to retain these people, help them become good employees, and straighten out the bumps in the road ahead.

Don't get me wrong—we don't solve all the problems and bat one hundred per cent; but we try. No matter how trivial or insignificant a problem may appear, we give it our undivided attention. The problem isn't trivial or insignificant to the person who tossed it in our lap; if it were, he would never have come to us in the first place.

No, don't enroll me in the "T.G.I.F." Club. I prefer a "Thank Goodness It's Monday" Club—I have a job—people are waiting for me to help them—they have problems and I can help them. Here in Indiana we have a song entitled, "Ain't God Good to Indiana?" May I paraphrase this and say, "Ain't God Good to Personnel Directors?"

About the Authors

(Continued from page 102)

since 1952. He started as Supervisor of Training, and was appointed Supervisor of Personnel the next year. Mr. Franzman received his B.S. in Business from Indiana University in 1948. He once worked on a newspaper in Arizona and spent several years in sales work.

John Deane Stanley is Assistant Professor of Business Organization and Finance at The University of Buffalo. Previously he taught at the University of Arkansas, was a research assistant at Indiana University. His A.B. is from Harvard, and his M.B.A. and D.B.A. from Indiana. Dr. Stanley for several years took part in the management of hotels in Bermuda and Florida. He had almost four years of active military service; is a Captain in the U.S.A.R.

Hermon K. Murphey graduated from Amherst College in 1913; also has degrees from Harvard, the University of Wisconsin (Ph.D. in American history), and New York University (law). After four years of teaching, for thirty years he was associated with a private research organization and was director of its Information Service Division from 1939 until last year.

Dale D. McConkey, recently named Manager of Industrial Relations for the Beech-Nut Packing Company, has a B.S. and M.B.A. in industrial relations from New York University. In his background are these items: supervisor in newspaper publishing business; examiner, NLRB; college instructor and guest lecturer in industrial relations; staff personnel officer, USAF; personnel manager, American Sugar Refining Co.; author of "Maintaining Employee Interest and Morale" in the New York University business series.

BOOKS

INTERVIEWING FOR THE SELECTION OF STAFF.
By E. Anstey and E. O. Mercer. Allen
and Unwin, Ltd., London, 1956. 111 pages.
10s. 6d.

"Interviewing for the Selection of Staff" is a very concise presentation of the interviewing techniques in use in the Civil Service in Great Britain. Procedures are carefully described and the ways and means of improving interviewing are discussed. Essentially, the procedures discussed are comparable to those employed in the United States. The usual limitations of the interview are also restated. The book adds a rather interesting chapter not usually encountered in such texts, giving advice to the person about to be interviewed regarding his personal conduct during the interview, i.e., "look the interviewer directly in the eye".

This book should be of some value to people using the interview in selection of personnel. It serves essentially as a review in methods and a reminder of the need to constantly improve interviewing. It also proves of interest in regard to the insights it gives of one's counterparts working in personnel in Great Britain. The book is limited in usefulness in that it is very elementary in its coverage of this complex field and does not contribute any new information on the subject.

The authors of this text, Drs. E. Anstey and E. O. Mercer, are administrative civil servants. Dr. Mercer has worked in industry and she was a member of the scientific staff of the National Institute of Industrial Psychology and also served as a psychologist on the Civil Service Selection Board. Dr. Anstey worked in personnel selection in the Army and as head of the research unit of the Civil Service

Commission. Their background well qualifies them to write this text. The authors state that the purpose of their book is essentially to help those people who are not professionally engaged in interviewing, but who "have to do it sometimes". This modest goal has been achieved.

HARRY J. WOHR, PH.D.

BRITAIN VIEWS OUR INDUSTRIAL RELATIONS.
By Mark J. Fitzgerald, C.S.C. University
of Notre Dame Press, Notre Dame, Indiana, 1955. 221 pages. \$4.25.

As a mediator who enters the collective bargaining arena at a time of crisis—real or fancied—this reviewer is conditioned to faultfinding and lamentations about almost any particular phase of industrial relations. How gratifying, therefore, to be confronted with a favorable appraisal! And how encouraging to learn that our industrial relations are considered as making a major contribution to our enviable productivity record!

"Britain Views Our Industrial Relations" is a compilation of some sixty reports issued by British labor and management representatives who studied our programs and methods in the late forties and early fifties. This inquiry came about because Britain, in the post-war period, was faced with an acute need to expand output.

The United States was at that time in the midst of implementing its formidable foreign recovery program. Jointly, the two governments formed the Anglo-American Council on Productivity, and the Council, among other things, set up sixty-seven British productivity teams to study the factors affecting the relatively

high degree of American productivity. Among these factors, industrial relations practices were reported on by all the teams.

The virtue of the book is in its source: management and union representatives of another industrial country have evaluated the strengths and weaknesses of our industrial relations. With but one exception, the teams were unanimous in their findings. The reports cover some two thousand establishments in every major industry, and deal with a multitude of industrial relations phases. Coupled with this wide coverage is the fact that the purpose of the British observers was to make comparisons and thereby stimulate output in their country. Hence, their appraisal is bound to be objective.

The reader should not, however, expect survey-type material, from which information can be drawn to strengthen programs and techniques. The book is not intended as a text for American industrial relations practitioners. What the teams reported on is by and large common knowledge to those who work in the field. In fact, as the reader plods through observation after observation—many of them not particularly startling—he will find it pretty rugged going.

But the book does afford an opportunity to compare notes. As the various factors—the role of the industrial relations department, local vs. industry-wide bargaining, communications, the grievance procedure, methods of wage payments, apprentice programs, the role of the labor contract, to name but a few examples—are described, comparisons are frequently drawn to British practices, or the lack of them. This is of more than academic interest, for it shows that there is a great deal which we take for granted but which the British find wanting in their country.

To give a few samples of the numerous areas which the British considered assets, particular approval was expressed for the commonplace contractual obligation to handle grievances expeditiously. The role of the foreman, his informal relationship with his men while at the same time having real status in terms of his authority (some will dispute this), comes in for special praise. Another significant contrast: the labor leader in America likes to deal with profitable firms, while his counterpart in Britain is by and large skeptical of high profits.

Though one has little doubt of the usefulness of these productivity projects, the book leaves a residue of despair. When all is said and done, the crux of the matter is that we outstrip the British in output per man, by a margin of about 2-1, because of our inherent wealth and the much higher extent of mechanization which this has made possible. Even maximum utilization of the best industrial relations practices cannot overcome this fundamental disadvantage.

The author has done a commendable job of integrating the material and presenting the views and conclusions of several industrialists and labor leaders whom he interviewed after the reports were filed. He has confined his efforts largely to compilation and has refrained from subjecting the findings and comments to critical analysis. While this is proper and consistent with the purpose of the book, it also constitutes a weakness because in some areas our British friends paint too creditable a picture, in some their conclusions are of questionable validity, and in others their findings seem of limited value in application.

ROLF VALTIN
Federal Mediator

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

PERMANENCE OF MEASURED VOCATIONAL INTERESTS OF ADULT MALES. By Mabel K. Powers, University of Minnesota. *The Journal of Applied Psychology*, Vol. 40, No. 2, April, 1956, 69-72.

Previously published studies of the results of the Strong Vocational Interest Blank have shown a remarkable permanence of interests. Most of these studies, however, have been follow-ups of subjects who first took the SVIB as high school or college students. The subjects in this study were adult males representing all levels of occupations and a wide range in age. They were the 109 men in the sample studied by the Minnesota Employment Stabilization Research Institute in 1931 and again in 1941. Ninety-four of them were unemployed in 1931 and all of the men were unemployed at some time during the ten year period between the two administrations of the SVIB. They ranged in age from 16 to 63 years with a mean age of 34 at the time when they were first tested. In general the men came from middle and lower socio-economic groups.

The two Strong tests for each subject were scored on all of the 44 occupational keys. The results for 1931 and 1941 were then compared in four different ways:

- (1) rank-order correlations were computed on the 44 occupational scales;
- (2) product-moment correlational coefficients were computed;
- (3) the difference between the means on the test and retest for each scale and the degree of overlapping of the distributions were compared; and
- (4) the difference in group patterns was studied.

The author concludes that vocational interests of adult males representing a wide

range in age and socio-economic status are remarkably stable, even in a time of unemployment and economic disruption.

THE EFFECTS OF REAL-LIFE MOTIVATION ON QUESTIONNAIRE RESPONSE. By Alastair Heron, Medical Research Council, London. *The Journal of Applied Psychology*, Vol. 40, No. 2, April, 1956, 65-68.

Evidence has been published many times that students can improve their scores on personality tests or adjustment inventories when they are told to "fake" responses. This study investigates this same problem in a real life situation.

Four hundred men who were applying for the job of conductor on a bus were given a two-part personality measure as part of the regular medical examination. One part of the personality measure was concerned with emotional maladjustment and the other with sociability. Half of the men were given the questionnaire as part of the application for the job, and the other two hundred were given it after they had been told that they had been hired. They were asked to take it to help in a research study of industrial health. The men were selected by alternation as they passed through the line and the groups appeared to be comparable.

The score for emotional maladjustment was seriously affected by the circumstances under which the questionnaire was taken. In the "research" group 24 men out of 200 received scores which would be regarded as "probably maladjusted." In the other group, by contrast, only 3 men received scores which would be considered as "probably maladjusted," which was a very unlikely result in such a sample. It seems clear that personality inventories are re-

sponded to differently when in a real-life situation there is some incentive not to admit personality defects.

The score for sociability was apparently unaffected by the circumstances under which the men made the responses.

THE CONTRIBUTION OF LECTURE SUPPLEMENTS TO THE EFFECTIVENESS OF AN ATTITUDINAL FILM. By Frank T. Staudohar and Robert G. Smith, Jr., Lackland Air Force Base. *The Journal of Applied Psychology*, Vol. 40, No. 2, April, 1956, 109-111.

In this study a Hollywood film was used to see what effect it would have on the attitude that Air Force trainees had toward military discipline. The picture *Twelve O'Clock High* had several sequences bearing very closely on the need for discipline in military forces.

Three lectures were developed which

were designed to point out significant sequences in the movie which were thought to stress the need for military discipline. The lectures were comparable in content. One was given before the film; the second was used after the film; and the third was arranged to be presented part before and part after the film. A group of approximately 200 trainees saw the film with the lecture under each of the three conditions, and a fourth group of 200 trainees saw the film with no lecture. Afterwards an attitude scale dealing with discipline was given to each man.

Those airmen who heard the lectures with the film were generally more favorable in attitude toward military discipline than those who saw the film alone. No statistically significant differences were found between the groups that heard the lectures. Position of the lecture seemed to have no effect.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION has published some of the speeches made at the 1955 Spokane conference in recent issues of *Personnel Panorama*. The April number carries Robert W. Bucklin's talk on "The Employee's Place in Public Relations." Bucklin is Northwest Public Relations Manager, Aluminum Company of America, in Vancouver, Washington. He said, in part, that by and large employees have a genuine interest in company affairs. Too often, however, an employee hasn't had much chance to learn all he would like to know on that subject. Too often he is embarrassed by friends who relate information about his own employer that he doesn't learn about

directly until weeks later. Too often he and his family become disturbed over some unfounded rumor or information that has been twisted or distorted. What a guy that man could be within his circle of friends and acquaintances if he received timely information—information he could rely on—about his own company's operations. And what a force he and his informed co-workers can be to build company friendships and understanding in the community. The May *Personnel Panorama* includes an address by John Post, manager, industrial relations department, Continental Oil Company, Houston. His topic was "Executive Management Evaluates Its Personnel Program."

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES joined with the UCLA Institute of Industrial Relations and Graduate School of Business Administration, and the American Society of Training Directors, Los Angeles Chapter, to present a conference on research developments in personnel management in June. The conference was planned as the first of a series designed to bring to professionals in personnel administration and industrial relations the latest reports on research findings in their field. Among the speakers were Dr. Dale Yoder, director of the Industrial Relations Center, University of Minnesota; Dr. Edwin E. Ghiselli, president of the division of industrial and business psychology, American Psychological Association; Dr. Harrison G. Gouch of the Institute of Personality Assessment and Research, University of California, Berkeley; Dr. Gilbert Brighouse, professor of psychology, Occidental College; Dr. Robert D. Gray, director of industrial relations section, California Institute of Technology; and Milford Alway, director of research, Merchants and Manufacturers Association. Topics highlighted were "Research and the Future of Personnel Management;" "Helping Management to Become More Creative;" "Automation's Impact on Future Personnel Policies;" "Utilizing All Our Manpower Resources;" "Employee Opinion Research in Decision Making;" and "Current Techniques for Wage and Salary Surveys."

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION, states that its *Bulletin* aims to give members what they want, and outlines points of reference. Comments and criticism are invited. The *Bulletin* does not undertake to be another personnel executives' periodical. It will attempt to give readers some idea of what is appearing in current journals. It will try to keep members informed of each other's activities. "Good personnel people have something to say

and should be heard. If you are speaking before some group or publishing an article we want to know about it. Likewise, if you come across the name of a fellow member, let us know."

Carter L. Burgess, assistant secretary of Defense Manpower, Personnel and Reserve, discussed the improved Reserve Program and its effect on the manpower needs of industry at the April meeting. The Reserve Program recognizes that we have long since reached a day when trained manpower is the key to both our military and industrial strength, and that a closer working partnership to provide for the needs of each must be established. For the first time, employers will be given an accurate picture of the exact military obligation of their work force and potential employees. Management will know in advance which of its men could be called away from jobs in a national emergency and which might be retained in order that critical skills may be protected. The businessman himself becomes a functional part of our national manpower and defense program. From industry's standpoint, three of the most important aspects of the new Reserve law are its provisions for screening the Ready Reserve; six months critical skills program; and selective recall from Standby Reserve.

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO held its 22nd annual midwest conference in May. The morning session was concerned with learning how management and labor really feel about the Eisenhower Labor Policy. Carroll Daugherty, of Northwestern University, defined the issues and constructed a picture of the policy. Harold Katz, regional counsel for the United Automobile Workers, told how labor feels about the policy, what they like and what they don't like. Hiram Hall, former member of the Wage Stabilization Board, looked at the question from management's point of view. Waldemar Nielsen, representing Dean David, head of the Ford

Foundation, was the luncheon speaker. He addressed himself to the question, what contributions do foundations make to the improvement of industrial relations and human understanding? Jacob Seidenberg of the President's Committee on Discrimination in Government Contracts spoke briefly on the committee's activities. A thorough discussion of whether or not personnel and industrial relations people are doing the kind of job that industry needs done today concluded the conference.

THE CLEVELAND PERSONNEL ASSOCIATION had a report on a plant tour in the April issue of *Strictly Personnel*, association bulletin. The report said that General Electric and Cleveland Electric Illuminating Company played host to 160 members of the American Society of Training Directors, Works Managers Association, Industrial Relations Association, as well as the

personnel group, on March 12. Most of us, said Les Brailey, reporter, had some familiarity with the "foot candle" problem, but everyone on the tour discovered some new application or implication of lighting to training, safety and particularly to comfort and morale. We received some lessons, he went on, in administration. Usually you can find one weak feature in a program. Not so this time. The guides showed us watts' watt on lighting for homes and schools along with the industrial exhibit. Possibly the best evidence of the success of the meeting was the number of inquiries about bringing others.

The May meeting was a bread and butter session devoted to a report on contract negotiations completed this year. The highlight was a full report of the Westinghouse settlement by a representative from the company. Action was taken on the report of the Constitutional Committee.

Attending the Conferences and Courses

THIRTY EXECUTIVES WILL ATTEND *Purdue University's 2nd Annual Institute on Preparation for Retirement* to be held on the campus at Lafayette, Indiana, September 10-14. Reservations are on a first-come first-served basis. The man to write for information is Herbert C. Hunsaker, Division of Adult Education, Room 13, F.W.A. #8, Purdue University. Among the subjects which will be studied intensively are: Essential elements in planning for a good retirement; Characteristics of a good pre-retirement counseling service; Pension plans and practices and social security; Planning pre-retirement educational programs; Post-retirement practices and services; The magnitude and significance of the "retirement problem".

REPRESENTATIVES OF THE AMERICAN PRESS, EDUCATION AND INDUSTRY were featured speakers at the *National Industrial*

Conference Board's 40th Anniversary meeting, held in New York in May. The three-day meeting was devoted to an examination of modern capitalism in action. Edwin D. Canham, editor of *The Christian Science Monitor*, emphasized the essential role of communications in our society, while Gaylord P. Harnwell, president of the University of Pennsylvania, spoke on education for a dynamic capitalism. Neil McElroy, president, Proctor and Gamble Company, and trustee of the Conference Board, discussed new horizons for industry-education relations. Donald A. Quarles, secretary of the Air Force, addressed the dinner session on the opening day. His topic was "Sound Defense: Bulwark of Our Dynamic Society." At another session Harry F. Prioleau, president, Standard Vacuum Oil Company, viewed the progress being made in our economic program abroad. John C. Hughes, chairman of the

board, McCampbell and Co., Inc., and former United States Representative to the North Atlantic Treaty Organization, spoke on NATO and our relations with Western Europe.

THE MULTI-BILLION DOLLAR CHALLENGE OF RETIREMENT was considered at a management seminar held in May at Pocono Manor Inn, and sponsored by the *Retirement Council Inc.* The Retirement Council was formed to provide a complete consultative service to develop and evaluate policies, and to work with company managements in the administration of their retirement programs. The Council directors, all of whom participated in the seminar, represent a well-rounded "retirement team." The working conference was for top management, limited to registration of forty in order that clinical attention might be given to specific company problems, examples and questions. Seminar and workshop methods were used. The Retirement Council is located at 342 Madison Avenue, New York 17. Henry Schmidt, Jr. is vice president and executive director.

BUILDING THE MANAGEMENT TEAM was the theme of the two-day conference held in April in Berkeley, by the *California Personnel Management Association*. The management meeting was designed to give western employers a personal first-hand report on current administrative and operating problems, and to present a group of leading executives who related their personal and company experiences candidly. The idea was to find out what works and what doesn't under today's competitive conditions. Speakers showed how new ideas in line and staff relations are actually building stronger management teams. A week after the conference a one-day management institute was held. This was an informal meeting for top-level executives and personnel directors responsible for executive development programs. It was sponsored by

the Western Management Association, and conducted by Thomas H. Nelson, one of the country's leading pioneers in executive development.

THE 12TH ANNUAL AMERICAN SOCIETY OF TRAINING DIRECTORS CONFERENCE was held in New York City on April 30-May 3. Wilbur R. Hanawalt, of the Metropolitan New York chapter, general conference chairman, announced that thirteen trade groups, including training directors from aircraft, banking and insurance, chemicals, petroleum, railroads, utilities and other industries, attended. "Eager Beaver" and "Solution to Your Problems" sessions were featured. Forty-four firms exhibited the best in materials, films and training aids. ASTD's president, Cloyd S. Steinmetz of Reynolds Metals Company, Louisville, Kentucky, presided at the Board of Directors meeting preceding the conference.

PLANNING FOR COMPANY GROWTH, A PERSONNEL ADMINISTRATION RESPONSIBILITY, was the subject of the 14th annual personnel conference held by the *Personnel Association of Toronto* in April. The objective was to discover new conviction about the role of the personnel officer in guaranteeing his company's growth and progress. Robert A. Willson, conference chairman, said, "Canada's tremendous economic expansion challenges us to grow with it or move out of the way of those who will. What, specifically, can we do as personnel men? How does the union movement see this prospect? What new techniques of labor relations and communications are called for? Is our managerial effectiveness adequate to guarantee company survival? How can we be sure? Does company growth in itself present new problems in the community?" Mr. Willson is with General Foods, Ltd. Conference leaders attempting to answer these questions included John J. Deutsch, assistant deputy Minister of

Finance; Harold M. Turner, chairman of the board, Canadian General Electric Co., Ltd.; Dale Yoder, director of the Industrial Relations Center at the University of Minnesota; and Gordon Cushing, general secretary and treasurer of the Canadian Labor Congress.

MEN AND METHODS: THE NEXT PROFIT HORIZON, was the title chosen for the eighth annual *Newspaper Personnel Relations Association conference* held in St. Petersburg in April. Personnel's place in the growing movement to improve newspaper equipment and methods was described by James B. Stickley, general manager for administration, *Providence Journal and Evening Bulletin*. Allan H. Mogensen, director of the work simplification conference, Lake Placid, spoke on what work simplification means to newspapers. There were also movies, field trips, workshops and panels. The program was loose-leaf style, providing plenty of room for notes and even for a record of the name and room number of special friends at the meeting. A ballot was also printed on the program and elections were held early so that everyone would know who the new officers were and could pass comments and suggestions along to them. Following dinner on the first evening there was an open house in the president's suite for those wishing to swap ideas and trade experiences.

A NEW IDEA IN BUSINESS EDUCATION COOPERATION for students has been launched in Philadelphia. It is designed to improve preparation of youngsters for business careers; give recognition to outstanding commercial students; acquaint students by personal observation, with opportunities in the business world, and create a closer relationship between business educators and office executives. Under the co-sponsorship of the Philadelphia Chapter of the National Office Management Association and the Division of Commercial and Distributive

Education of the School District of Philadelphia, a "Junior NOMA" has been formed, membership in which is made up of two June senior students and one January senior from each public high school in Philadelphia, plus two senior students from each private high school. Originally conceived by J. H. Booth of the Pennsylvania Railroad Company, a past president of the Philadelphia NOMA Chapter, appointments to membership are made by school officials. Regular meetings are held on the second Wednesday of each month in offices of various companies represented in the Philadelphia NOMA Chapter. The meetings, usually running from 3:45 to 5:30, cover such subjects as attributes of a good employee and a good employer, importance of continuing education, and various other subjects chosen by the students through the use of a questionnaire at the first meeting.

SOLVING THE CRITICAL SHORTAGE OF TECHNICAL PERSONNEL was the subject of a session at the 48th annual meeting of the *Pennsylvania Gas Association*. The conference was held at Pocono Manor Inn, May 22-24. Allen T. Bonnell, vice president, Drexel Institute of Technology, Philadelphia, pointed out the acute shortage of technical personnel today. In 1890, he said, there were 290 other workers to one engineer. Now there are only 60 to one. Within a decade the ratio will be about 10 to 1 in some industries. The current low supply of technical personnel is due in part to the low birth rate during the depression years; to unfortunate rumors from 1949-1951 indicating there was no future for engineers; and to the high mortality of engineering students in college. Over 50% fail to make the grade, often because they are inadequately prepared in high school. A basic cause of our shortage of technically trained manpower lies in our high schools. Less than a third of our high school students have, at graduation, taken as much as a year of chemistry; about one-fourth

have taken a year of physics; and less than one-seventh have taken any advanced mathematics. Some 25% of our high schools offer neither physics, chemistry, or geometry. We are getting only one-third as

many new secondary school math and science teachers each year as we need. Dr. Bonnell concluded that if we can't or won't study math and science, we had better study Russian.

What's New in Publications

KEENER COMPETITION FOR COLLEGE SENIORS has forced companies to extend and intensify their college recruiting efforts, according to a recent National Industrial Conference Board study of recruitment practices of 240 manufacturing and non-manufacturing firms. The report, titled *Employment of the College Graduate*, was prepared by Stephen Habbe of the Division of Personnel Administration. Many of those surveyed report that they are building close ties with more schools on a systematic, year-round basis, instead of visiting a few nearby colleges on a hit-or-miss basis during one or two spring months.

The Board found that during the past eight years the companies have defined their objectives and organized their practices. They have also prepared descriptive booklets to sell seniors on their companies. Specialists have been appointed to visit colleges regularly to interview seniors, to do a thorough screening job, and to make recommendations. Summer employment and work-study plans have been developed for college students. Salary offerings have been sharply increased, and training programs for recruits have been expanded and increased. Research has been conducted to improve practices and results obtained.

The study reveals that the average company of those surveyed visits 41 colleges and universities and contacts twelve more by mail and telephone. Although April and May are still the big months for recruiting, only one company in four believes the job can be done within this period. Nearly 26% of the reporting firms recruit seven months of the year or longer. The 1955 quotas of 235 companies totaled nearly 19,000 re-

cruits, or an average of 80 per company. About half the demand was for engineers, while sales trainees accounted for 20% and general business trainees 11% of the total. Starting salaries for four-year graduates averaged about \$350 per month in 1955.

Experience shows that it takes 100 interviews to produce 15 likely candidates. These 15 are invited to the company, shown around and interviewed by officers and department heads. Eight eventually end up on the payroll. Almost half of the firms surveyed report that college graduates are more stable than other employees. Only 4% described their turnover as excessive.

UNLEASHING THE FULL CREATIVE POWER OF PEOPLE is responsible, in large part, for the Ansul Chemical Company's (Marinette, Wisconsin) 40% increase in profits on a sales increase of only three per cent, according to a publication of the Chamber of Commerce of the United States, *Effective Employee and Community Relations*. The publication is a case study of Ansul's effective employee and community relations program—a program that derives its motivation from the company's unique philosophy called "participative-management." As Robert Hood, Ansul's young president, describes it, participative management benefits the company through improved performance; and it benefits the individual employee through developing his abilities and helping him meet his personal goals. The 24-page case study, well illustrated and in two colors, reviews the employee and community relations practices and procedures that have worked so successfully in building increased employee

loyalty, cooperation and productivity as well as in developing community confidence and respect for Ansul. The publication is available at 50¢ a copy, from the Chamber of Commerce of the United States, 1615 H. Street, N.W., Washington 6, D. C.

MOST ABLE-BODIED MIDDLE-AGED AND OLDER WORKERS—often motivated by the fear of retirement as well as the financial necessity of earning a living—want to work. Why do many employers refuse to hire them? John W. McConnell, a professor at the New York State School of Industrial and Labor Relations, examines this increasingly important question in his article, "Obstacles to Employment for the Aging Worker" in the March 1956 issue of *ILR Research*, published by the New York State ILR School, at Cornell. McConnell served as a consultant to the Sub-Committee on Employment of Older Workers of the Governor's Conference on Problems of Aging, in Albany last October. He discloses that "psychological research on older workers, as well as in-plant studies of workers' production, indicate clearly . . .

ability to do the work is primarily a matter of individual capacity, not age."

THE MAJORITY OF PERSONNEL EXECUTIVES expect to realize their ultimate job goals within the personnel field, according to a survey published in the May issue of the American Management Association's *Personnel*. The survey was made at the mid-winter personnel conference held by the Association in Chicago. Despite long hours and—in many cases—inadequate recognition and support on the part of top management, most personnel people seem to like their chosen field and intend to stay in it. At the same time, the survey uncovered a number of dissatisfactions that seem for the most part to be inherent in the personnel job. A common complaint of personnel people is extensive overtime. The fact that top and line management are still not sold on the personnel function seems to be the personnel executive's chief frustration. An analysis of the compensation paid to industrial and labor relations directors (a small segment of the sample) showed that none of them makes less than \$7,500 a year and several are earning more than \$20,000.

Looking Over the Employee Magazines

THE PACIFIC FIRE RATING BUREAU'S *Quote* comes up with a nice piece in the spring issue. It's called "Our Own Little Red Schoolhouse," and pictures employees participating in various phases of the training school in the San Francisco office. To "quote": "Time was when Examiners learned or picked up their knowledge by a process of involuntary osmosis. They were exposed to the free-wheeling complexities of a Daily Report at one fell swoop. The usual procedure was to seat a green employee with an experienced Examiner and expect him to listen to whatever gems of Examining lore fell his way."

The present routine at the school is for all new employees hired for technical positions to spend from six to ten days at

the school. A variety of methods are used in teaching, including lectures, discussions, prepared material, charts, homework, quizzes and final tests. George Grabo, head of the school says, "We are not teaching the job at the school. We are preparing the trainee for his one-the-job experience. The new employee will learn the job by doing it. The function of the school is to provide a solid background and proper work habits. *Quote* is published quarterly for the employees of the Pacific Fire Rating Bureau and is edited by the Personnel Department of the San Francisco office. Helen Kessel is the editor-in-chief.

WILSON AND COMPANY, INC., 4100 S. Ashland Avenue, Chicago, publish

Wilson Certified News for all Wilson Folks. The editor is Harriet Davis. Associate editors are listed for each of the branches, and each month one is pictured and described. The back of the April issue bears a big question mark with the caption, would you promote yourself? The text reads: That's a challenging question. If you give it frank and realistic consideration, the self-assessment required is a checkup on your own performance, and the starting point for a program of self-improvement. To answer it honestly, you'll have to ask yourself some of the questions others will ask when they look you over for advancement: Am I constantly working to improve my performance on my job? Have I ever worked out ways to do it better and more efficiently? Am I a self-starter? Do I work well with others? Do I accept responsibility willingly? This kind of critical self-analysis is the first step in improving your performance on your present job—and that's mighty important in proving your ability to handle more responsible assignments.

THE AMERICAN MUTUAL LIABILITY INSURANCE COMPANY's *AM* is edited by Addie P. Embree, who writes us, "I especially enjoy the section 'Looking Over the Employee Magazines', which often inspires me to write to other editors to see the special features you mention. I thought you might be interested in seeing a copy of our employee publication in which we started a new feature about personnel who have boys and girls in college. From time to time we inaugurate new features, but this one has attracted the most interest of any in many years. Proud mothers and fathers have been requesting extra copies by the score to send to relatives and friends, and to the subjects themselves who are away at school. The story was timed with the release about insurance scholarships, with the hopes that we can attract students to this field. The feature will be continued in the next five issues of *AM* until all six

divisions of our company, across the country, are represented."

The feature occupies a two-page spread of the extra large magazine. There is an attractive picture of each student, some 23 in number, in a recent issue. The paragraph that goes with the picture reads like this: Virginia Cromwell, daughter of Richard P. Cromwell, senior vice president, finance, is a member of the class of '58 at Mount Holyoke College. She spent last summer in France as a member of the Experiment in International Living group. Virginia is active in many college activities; she plays the violin in the orchestra, and is a member of the choir, water ballet, vocational committee, and in charge of publicity for the orchestra. She is studying zoology, religion, art, logic and French." Not all students pictured are children of vice presidents, not by any means. "Elsa Miske, HO Accounting, who was forced to flee her native country of Latvia when the communists occupied it in 1944, has two daughters in college. From Latvia, she and her family fled to Germany where they were in a Displaced Persons camp. Through the help of church organizations they were able to emigrate to this country in 1950. Ina Miske was graduated from Simmons College in 1955. She is doing graduate work at the Fletcher School of Law and Diplomacy in Medford, and works part time at Amlico." The indirect, but inescapable implication: that the company whose employee's children go to college in such large numbers, must be all right.

THE DETROIT EDISON COMPANY's magazine is *Synchroscope*. The name is explained on the masthead: a synchroscope is a device that helps power plant generators work together—as this magazine helps us to pull together as a team in the interest of all. The editor is Fred Steiner. In the April issue a picture story describes the experiences of a young Frenchman who studied American business methods for six months at the

company. Some sample captions give an idea of the number of employees and employee activities the editor was able to bring into the story, as well as the impression made of a friendly, interesting company where it's pleasant to work. The article also has certain prestige value. A fellow comes all the way from France to study American business at my company! An honorary member of *Spellbinders*, an Edison Toastmasters club, Jean-Pierre found his speech training useful when he gave talks before church groups and the American Association of Teachers of French.

POSITIONS WANTED

(Continued from page 126)

CONSULTING PSYCHOLOGIST: Female, Ph.D. specialist in projective techniques would like connection in industry with organization interested in psychological orientation and research. Reply Box 437.

PERSONNEL MANAGER: Twenty years experience with engineering and scientific firms. Implementation and administration of personnel policies and procedures; design of recruitment and training programs; Union Contract negotiations; establishment of manpower utilization schedules resulting in increased production and decreased costs. Age 43. Reply Box 399.

DIRECTOR PERSONNEL-INDUSTRIAL RELATIONS: Personable and qualified—13 years experience in Personnel Administration. Past 5 years top-level position supervising well-rounded personnel program. Specialist in union contract negotiation-administration, and formal salary administration. Age 43—married—up-to-date college credits in industrial relations. South preferred. Reply Box 426.

TRAINING OR INDUSTRIAL RELATIONS ASSISTANT: 6 years broad experience in teaching, methods analysis, budget development, administrative staff work, and training administration. 2-½ years as training director for a federal government bureau, 7200 employees, 3 field offices. Bright future in government but prefer to change to private industry. Midwest or Rocky Mountains. Presently earning \$73,000 M. Age 29—veteran—family. Reply Box 449.

ASSISTANT TO PERSONNEL MANAGER: Master's Degree, two years experience in employment office; \$350 per mo. Reply Box 438.

PERSONNEL DIRECTOR: Broad experience in planning, policy making and working in harmonious relationship with top flight management in formulating and directing personnel service. Sixteen years mature service in personnel field, labor relations, recruitment and employment, wage administration, employee insurance, recreation and records. College degree. Resume upon request. Reply Box 432.

LAWYER, AGE 30, WITH DOCTORAL TRAINING: 4½ years college teaching in industrial relations, desires position with company. Experience includes NLRB assignments, commercial economic research, and high-caliber administrative responsibilities. For resume write Box 431.

PERSONNEL: Six years experience as Personnel Manager with plant employing 800. Recently set up personnel department in newly completed southern aluminum plant. College graduate. Majored in Personnel and Sales Administration. Age 31. Will relocate. Reply Box 444.

DIRECTOR INDUSTRIAL & PERSONNEL RELATIONS: Excellent training and experience in personnel administration, labor relations, executive recruitment and training, wage and salary administration, labor law, organization planning and policies. Thirteen years experience plus graduate study and college teaching experience. Resume upon request. Reply Box 448.

INDUSTRIAL RELATIONS: TRINITE: Would like work in area of personnel leading into labor relations. BS Personnel and Industrial Relations—1955. Extremely desirous of progressing in this field. One year in sales. 28 years. Married. 2 children. Reply Box 451.

MUST RELOCATE SOUTH OR SOUTHWEST—young man, 30, college graduate—year successful experience in personnel, public relations, training director, Chamber of Commerce Manager, recipient national publicity and honors, capable speaker and writer. Reply Box 454.

HELP WANTED

INDUSTRIAL PSYCHOLOGISTS OR TRAINING SPECIALISTS: M; 26-40; MA, EdD., or Ph.D. Salary commensurate with individual qualifications; work as consultant with client companies in appraisal and development of training programs or as a member of research staff in the research and development of package training programs; some industrial experience necessary, career interest in industrial training and personal competence to deal with top management personnel; immediate availability. Reply Box 370.

RESEARCH PSYCHOLOGISTS: M; 24-32; at least MA; minimum \$5500; participate as a member of a research team in the development of package training programs; evidence of research competence necessary; some teaching experience helpful; immediate availability. Reply Box 371.

PERSONNEL MANAGER: A mature and pleasant individual, approximately 35 to 40 years of age and with 5 to 10 years experience in all phases of personnel administration, is needed to assist the plant Industrial Relations Director of a 900 employee heavy chemical manufacturing plant located in the Ohio Valley. It is contemplated that this individual will supervise and coordinate the department personnel functions so as to relieve the plant Industrial Relations Director of a part of his load. A college degree is desirable but not necessary if individual is exceptionally well qualified. The job will pay approximately \$7,200 per year at the start. Reply Box 407.

PERSONNEL CONSULTANT: For the permanent staff of one of the oldest management consulting firms—charter member of Association of Consulting Management Engineers. 28-33. College degree. Graduate work desirable. Demonstrated growth in responsibilities and knowledge in one or more of the following: organization of personnel activities, executive compensation; wage and salary administration; training and management development. This opportunity will be a challenge and stimulation to the person who enjoys the problem-solving aspects of complex business situations. Salary to \$12,000. Location New York City. Reply Box 442.

PERSONNEL ASSISTANT: Young man preferably in the 25-30 year age bracket. The individual we seek probably has a college degree and several years of personnel experience. His primary duties would be to collect time and attendance data and to maintain evaluation systems. Ability to write is a must. Would preferably take on more and more responsibility in personnel and labor relations to relieve busy executive. Small metal fabricator in delightful mid-west town. Reply Box 443.

PERSONNEL ASSISTANT TO THE DIRECTOR: With appropriate college training and 3 to 6 years documented experience in personnel work. Excellent development opportunity in a large, long-established Philadelphia food processing company. Starting salary commensurate with responsibility. Please contact us. Reply Box 444.

WAGE & SALARY ANALYST: (Foreign Employment) Masters degree in Psychology or Industrial Relations plus minimum 8 years' broad responsible work experience in industrial wage and salary administration. Substantial portion of experience must be in developmental work. To assist in developing wage and salary policies, procedures and methods. Must be capable of presenting and securing acceptance of recommendations. For MAJOR OIL COMPANY with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include telephone number. Reply Box 445.

PERSONNEL ADVISORS: (Foreign Employment) Mature men, 35-45 years of age, with a college degree plus minimum 7 years of broad experience in Industrial Relations or Industrial Engineering. Experience must include work in supervisory level in labor contract administration, employee relations, wage and salary administration and/or related industrial relations activities. For MAJOR OIL COMPANY with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include telephone number. Reply Box 446.

PERSONNEL AND LABOR RELATIONS ASSISTANT. A leading company in one of the South's most rapidly growing industries is seeking a personable, clean-cut man to assist in technical personnel procurement, labor relations, and perform other personnel functions as required. Position requires man under 36 years of age, preferably with advanced college degree—business administration, industrial engineering, or law. Industrial experience desirable. Salary commensurate with education and experience. Reply Box 452.

POSITIONS WANTED

INDUSTRIAL ENGINEER 12 years diversified experience with top-flight industrial companies. In present position have effected upwards of \$300,000 annual savings in rail and truck transportation and in materials handling equipment. Thoroughly familiar with modern management practices and have natural ability to lead and influence men. Available for permanent position on executive level. Age 33, veteran, married, 3 children. Present salary \$7,000. Reply Box 310.

PERSONNEL DIRECTOR OR ASSISTANT: 16 years experience in personnel and training with organizations of 500 to 5,000 employees. Recent Industrial Psychology degree. Presently employed in engineering research and developing company; responsible for apprenticeship, supervisory development, on-the-job training, co-op engineering and college recruiting programs; and nationwide recruitment of scientific, technical and skilled personnel. Prefer West or Southwest. Box 394.

INDUSTRIAL RELATIONS: Employed, mature, married, college graduate desires to relocate in East. 14 years experience in all phases of industrial relations. Reply Box 433.

(Continued on page 119)

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

Number 4

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

Conference Calendar

SEPTEMBER

- 17-19 New York, N. Y. Hotel Statler
American Management Association. Personnel Conference. C. W. McDowell,
Division Manager, AMA, 1515 Broadway, Times Square, New York
36, N. Y.
- 26-27-28 Lafayette, Indiana.
Purdue University. 14th Annual Conference on Training in Business, In-
dustry & Government. Harry S. Belman, Chairman, Industrial Educa-
tion, Purdue Univ. Lafayette, Ind.

OCTOBER

- 5-6 Ottawa, Canada. Chateau Laurier
National Office Management Association. Area 5 Conference. A. A. Jack-
son, Canadian Bank Note Co. Ltd. P.O. Box 394, Ottawa, Ont.
Canada
- 7-12 Washington, D. C. Statler Hotel
Civil Service Assembly. Annual Conference on Public Personnel Adminis-
tration & Commemorating 50th Anniversary. CSA, 1313 E. 60th
Street, Chicago 37, Illinois
- 14-18 Palm Springs, Calif. El Mirador Hotel
Merchants & Manufacturers Association. 14th Annual Management Con-
ference. M&M Assn. 2nd Floor, 725 South Spring Street, Los Angeles
14, Calif.
- 15-17 New York, N. Y. Sheraton-Astor Hotel
American Management Association. Office Management. AMA, 1515 Broad-
way, Times Square, New York 36, N. Y.
- 16-18 Berkeley, Calif. Claremont Hotel
California Personnel Management Association. Annual Fall Conference.
CPMA, 2180 Milvia Street, Berkeley 4, Calif.
- 25-26 New York, N. Y. Hotel Statler
Society for Advancement of Management. Measurement of Management Con-
ference. SAM, 74 Fifth Avenue, New York 11, N. Y.
- 29-30 Chicago, Ill. Drake Hotel
National Association of Suggestion Systems. Annual Convention. W. A.
Harris, Program Chairman, International Business Machines Corp.,
Endicott, New York.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices, Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

IN MANY COMPANIES "FRINGE BENEFITS" have become quite an item. In the old days, the only benefit you got was your regular salary. In some companies, fringes have gotten out of hand and account for a very large proportion of total payroll costs. It may be interesting, however, to speculate about the nature of these benefits.

As a point of fact, the cost of a fringe benefit is something which would otherwise have gone into wages. You could look at it two ways: From the employer's standpoint, fringe benefits are another form of wages. From the employee's standpoint, the benefits do not look like wages although they really are.

From a social point of view, the employer has bargained with the employee to apply part of the wage bill to security and welfare benefits that in the old days the employee had to provide for himself. They are by no means gratuities, however; they are as much a part of wages as the green stuff that comes in the weekly envelope. By making organized and universal provision for the hazards of unemployment, old age, disability, and death, the employee has been kept out of the poorhouse and has at the same time been able to retain his self-respect and a large measure of freedom of action.

If this money had been paid out in wages it is a certainty that a large proportion of employees would not have planned well enough to provide for these forms of lost income. Socially speaking, this is a gain. In the old days we used to hear a great deal about the responsibility each person had to provide for all the eventualities of life, but in a modern industrial society (and with income taxes what they are!) the task is impossible for most people. Fringe benefits, then, are an organized means of making sure that each

employee is given protection against the four major hazards of life.

How often have you heard a young man say he is looking for "a job with a future"? A newspaper psychologist points out "Actually, there is no future ahead in ANY job; for the future always lies in the worker who holds that job."

I SAID I WAS "SHOCKED" to find the U. S. Employment Service writing job descriptions for a rich and highly respected corporation in one of our largest cities. This was a 4-line item in April. I was glad to have Jennings M. Lee, manager of the Employment Security Office in Provo, Utah, question me about it. My implied criticism was not directed toward the U. S. Employment Service, which I respect highly, so much as toward the corporation for getting a "free ride" at the taxpayers' expense on a project which they should have been doing for themselves.

MY OLD FRIEND, AL WONDERLIC, has just been made president of General Finance Corporation. He went to them about 15 years ago as personnel director, having previously been for a long period personnel director for Household Finance Company. I have known Al for a long time and always felt that he was destined for an important success somewhere along the line. You can see that he hasn't disappointed me.

One of Al's most interesting jobs in a long career was the development of the PERSONNEL TEST, now so widely used in industry. In a recent letter, he sent me reprints of two new publications which are now available to PERSONNEL JOURNAL readers. One is entitled, "Summary of Experiences with the Wonderlic Personnel Test" and is a quotation from reports and reviews

in various technical and other publications. The other is "A Report on the Effect of Age, Education and Sex on the Personnel Test Scores". Either one may be obtained on request by writing E. F. Wonderlic, P.O. Box 7, Northfield, Illinois.

Incidentally, Al's real nick-name is El, his first name being Eldon. When I first knew him, I heard the name used and thought it was Al—and Al it has become!

PERSONNEL PROVERB

"The Open Door is a very poor substitute for telling people what you are doing for them and telling them what they should know."

—Richard J. Noonan

THERE APPEARS TO BE GOOD REASON to think that the very great power of some unions is producing considerable unbalance in the economy. Unions which are strong enough to have preferential benefits for their members may enjoy a high degree of popularity with those members, but it is open to question whether the effects on the rest of the economy, and indeed on the members themselves to some degree, are not a serious threat to everyone. After a substantial wage raise, commodity prices mount, and then comes a general increase in the cost of living. This tends to partly offset the increased wages for those who enjoy them, but how about those whose wages are unchanged?

The newspapers recently carried an interesting story of an agreement between the Swedish Confederation of Trade Unions and the employers. It was agreed to fix wage increases at a maximum of 3.7 percent for 1956, at the same time aiming for an overall production rise of at least 4%. Rudolf Meidner, economic advisor of the trade unions, says, "We think there must be a balance in our national economy". He goes on to say that wage increases must be matched with productivity increases or inflation will follow. This action is the more remarkable because the Swedish unions

have acted without interference from government. This looks like good labor statesmanship.

The average manufacturing company, according to an NAM release, requires 3 hours and 55 minutes of the 8-hour day to pay for materials and supplies. Meeting wages and salaries accounts for 2 hours 19 minutes more. Taxes, repair and replacement of facilities, research and promotion, consume the income from most of the rest of the day. Finally, there are 19 minutes left to go into profits, and almost half of that is earmarked for reinvestment in the business.

NOTECASTER IS THE MONTHLY MAGAZINE prepared for employees of Hardware Mutuals Insurance Companies of Stevens Point, Wisconsin. It is a handsome 16-page publication printed in color by offset. The June issue has an unusual article, "The Job You Work At". It tells about the work of the job analyst who studies and describes each person's job, after which the job is assigned to the appropriate grade. "Existing jobs are constantly being reviewed; new positions created; outmoded ones eliminated. The intent, of course, is to fully use acquired skills in getting the daily insurance work done. An important by-product—there are always rungs on the ladder to which we can climb and earn more money as we fulfill the requirements of each job. And, after all, that's why we're here, isn't it?" Another issue of the magazine has a two-page illustrated spread under the caption, "This Business of Getting Raises". Five different types of salary increase are illustrated and discussed. One or two of them are on the ticklish side and it is interesting that the company has dealt with them frankly.

This is another interesting example of the increasing tendency to tell employees about the employer's efforts to regulate salaries in an appropriate manner. In our May issue, Janet S. Dingee answered the employee's question "How Do I Get a Raise in Sal-

ary?" by giving the answers to 29 frequently heard questions on this topic.

THERE ARE ADVANTAGES IN THE EMPLOYER TAKING CARE OF THE CHECK-OFF, according to an industrial relations director of long experience with whom I was talking the other day. His reasoning is that if a union official has to come to the plant every payday to see to the dues of union members he will naturally ask "How's it going" or some such thing, just by way of showing friendly interest. So the union member thinks of something unpleasant that happened yesterday and tells the union representative about it. Having listened to the gripe, he feels compelled to take some action and management then has to go to the trouble of investigating and answering. If it weren't necessary for the official to come to the plant for the check-off he wouldn't hear so many petty grievances that don't amount to shucks.

Some plants of this company have the check-off and others do not. My friend says that many more trivial complaints and grievances come to light where the plant leaves it to the union. When they don't see union officials, employees tend to overlook what they consider minor troubles and not blow them up to cause friction. I'd be glad to hear the other side of the story from readers.

PERSONNEL PROVERB

"In these days of incessant propaganda of all kinds, one must remain cool-tempered and clear-headed—or cling tenaciously to one's prejudices."

THE PROFIT SHARING PLAN OF THE LINCOLN ELECTRIC COMPANY in Cleveland has attracted a great deal of attention. Strange to say, it hasn't produced many imitators, because "the results of the plan have been monotonously startling. Gross

compensation per employee has averaged as high as \$9,000 . . . in a year for largely unskilled labor." The quotation is from a review by John Rhodes which has been appearing serially in the "Bulletin" of the New York Personnel Management Association.

To continue, "Remuneration has always been at least twice the national average, often more. There is no union, since it is hard to conjecture what a union could do for them that they haven't been able to do for themselves under a plan which lets them run the plant practically as they please. There are no strikes, turnover is a rare phenomenon, with a hopelessly long list of applications from people who want to work there.

"Lest you think that the money for all this comes from high prices, consider this: Since the plan was installed production has increased over seven times, take home pay four times, dividends thrice, earned surplus twice, and prices have been cut in half. The public is not suffering. The productivity per man makes most of industry look pretty silly. Most important is the spirit of cooperation and unanimity which pervades the plant. There are few grievances because no one seems to have the time or the reason for them."

Mr. Rhodes goes on to deal with the conclusions that may be drawn from this plan and from others of a similar kind. He points out that it isn't important that you adopt one of these particular plans but rather to design one yourself. The principles that he would like to have you embody in your plan are those of participation and cooperation. If the opportunity is made so that people can participate and cooperate greatly, almost any mountain can be moved.

Ned Hay

Forces that Transform a Collection into a Group

By EUGENE EMERSON JENNINGS
Michigan State University, East Lansing

THE difference between success and failure is frequently very slight. A man has a little more of this or that quality than ordinary mortals possess; it is enough to move him from mediocrity to outstanding accomplishment. The same thing applies in training activities when it is difficult to attain the outstanding results you are after. Here the "little" thing that makes the difference could be this: Whether you have a *collection* or a *group* of trainees.

When trainees commonly perceive of themselves and others as sharing a sense of belonging, of group membership, there are many features of training that are considerably enhanced. For one thing, learning is made easier. When identification with the other trainees in a spirit of group-belonging is absent, the absorption of training material is extremely difficult.

It is not that one *cannot* absorb new ideas and beliefs when he is not favorably accepted by other trainees, but rather that he *dares* not. The process of changing attitudes and beliefs brings feelings of insecurity. For many trainees it is too much to expect them to endure this feeling and, at the same time, the feeling of unacceptance. We are all familiar with the difficulty of accepting the ideas and beliefs of others who have not in turn showed willingness to accept ours, or at least to consider them.

Some training directors have the mistaken notion that you build a sense of groupness in order to facilitate participation. They forget that the ideal is learning without participation. When this is not possible, participation becomes a prerequi-

Unless your trainees feel they are accepted members of the group, they may not dare accept what you try to get over to them. The author tells why "groupness" is important and what physical and psychological elements contribute to it. He cites a trainer who lit into his trainees with good results. The second of a series on Today's Group Training Problems.

site for learning, a block to be hurdled, but not an objective or goal. When we view participation in this light, it becomes something to minimize as much as possible, so long as learning is still accomplished.

Of course, there are several kinds of participation. There is the involvement with other trainees which makes a person feel important. The need for prestige, self-respect, autonomy, or self-regard is apparently the trainee's strongest drive. This kind of participation, called ego-involvement, is different from the kind you get when the trainee is unable to engage comfortably in the exchange of ideas and beliefs. In effect, the trainee merely goes through the verbal motions of participating, which we call verbal-involvement.

Because the difference between verbal and ego-involvement is so slight, many training directors mistake the one for the other, and/or become content with one and not the other. This explains why many trainees leave the training conference satis-

fied with their participation, and yet later their behavior does not show change that is related to the subject matter. They probably had verbal-involvement, which is a satisfying experience, but not ego-involvement, which is painful at times.

The point is that whenever participation becomes the goal rather than only a training prerequisite, verbal-involvement becomes the style of participation and, although it is more *satisfying*, it is not as *meaningful*.

WHAT IS A GROUP?

Before going further into the important advantages of a common feeling of group belonging, perhaps we should ask what a group is. To some training directors, a group is a number of people, or a physical arrangement of people. To others, a group is a psychological fact and therefore exists in the mind. To the first view, psychologists give the word *collection* or *aggregate*, and to the second the word *group*.

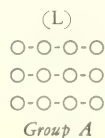
A major training problem is that of transforming a collection of trainees into a group. To begin with, a collection of people have no interaction, no contact with each other, any more than do a number of people together on a street corner waiting for a bus. But a collection of people also may possess in common a belief, a problem or a goal. Thus, people who believe in Christ are called Christians to distinguish them from other collections of people such as Mohammedans. Rather than physical proximity, these people have social closeness because of similarity of beliefs. However, neither the people referred to as Christians nor those waiting for a bus comprise a group in the training sense until they interact meaningfully with each other. In this sense, the moment each person waiting for a bus accommodates the other as they move together into the bus, then a group exists.

In its most elementary sense, a group transforms out of a collection by physically coming together and interacting with each

other about a common objective or problem. In this definition the training director must note the relationship between physical space—arrangement of the trainees—and participation and feeling of group membership. One relationship comes by arranging the trainees so that they feel equal group membership.

SPACE RELATES TO GROUPNESS

For example, in Group A below, each individual's (○) distance from the individual on the right or left of him is equal.

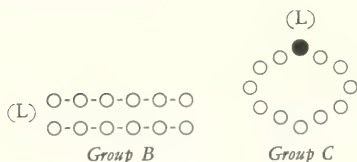


When viewed from the leader's position (L) Group A constitutes three rows of four individuals each. In leader-centered situations of this kind, the tendency is for those in the row nearest the leader to feel less membership in the unit than members of the middle and farthest rows. The row that often feels greatest membership in the whole unit is, of course, the one farthest from the leader because its members are more conscious of trainees in front of them.

When an individual in the unit farthest from the leader addresses the leader, the people in front are apt to turn to see who it is. When an individual in the front of the room addresses the leader, he is less apt to turn because he is "centering" his remarks on the leader and is not strongly conscious of his group membership. This was borne out when the writer experimented with some students during a series of lectures and asked them afterwards to name as many students as possible. (The students had been randomly distributed and knew each other equally well.) The rear half of the class named over twice as many students as the front half.

In trainee-centered situations (with the

leader less dominant) the people more conscious of their membership in the training unit are those in the middle row, since they have more opportunity to interact with trainees in front and back. Members of the outside rows center their attention on the middle members.



Sometimes leaders line up trainees facing each other, as in Group B. However, here they are divided into two units and may feel that people in the unit across from them are their opposition. From the standpoint of physical closeness, the best way to form a group of individuals equally conscious of the others is by forming a circle. A circle shows connectedness and greater opportunity for group membership.

CIRCLE IS BEST GROUPING

Concerning size, a training circle should never be so large that people in the extreme positions cannot communicate together easily. When physical distance does not facilitate easy communication, the exchange of words between members is disruptive to the group. Rather than yell, some people forbear participation. The remark intended for the individual who is too far away for easy communication is often given to a neighbor instead. When this is done improperly, the individual to whom the remark is intended may feel they are talking behind his back.

When one of your aims is to form a single group, placing individuals in a circle is best because they feel connected and cohesive. This is a potential training force or resource. Various groupings that promote subgrouping contribute less to the feeling of group membership.

SPONTANEOUS GROUPING ILLUSTRATED

The notion of physical closeness refers to people occupying certain spaces. For example, when training leaders see one individual alone or apart from the group, they may suggest, "Pull up your chair and join the group." People who do not draw up their chairs into the group either on their own initiative or at the invitation of others give the impression of being indifferent or fearing what group membership involves.



The writer had a very natural experience one day when an informal Group A gathered for lunch. The individuals indicated by black dots, including myself, struck up a conversation. We three remained to continue our discussion long after the other people left. I am indicated in Group B by the open O. As the conversation progressed with increasing interest, my desire strengthened to take the position indicated in Group C that would give me more equal group membership. But before I could assume this position in Group C, the person across the table moved over into a position of balance as indicated in Group D. This "balancing" occurs so often in informal groups that it escapes attention. The conclusion is that physical arrangement does play a part in developing feelings of groupness.

SHARED BELIEFS MAKE GROUPS

Concerning the second element which transforms a collection into a group, the feeling of membership in the training group is strong where everyone shares a common view of the subject matter—especially of its importance to them. Sharing ideas and beliefs is called social closeness in contrast to physical closeness. When trainees perceive of this common closeness, they form a circle, not in the physical sense, but rather

in the sense that they feel equal accessibility to each other's ideas and beliefs.

Just as there is physical space, there is also social space. When you are among a group of people who speak a language which you do not understand, you may feel very little room in which to socialize. When among trainees whose ideas and beliefs are not yours, you may feel less inclined to socialize than when you are among trainees who share your ideas and beliefs. Your social space is narrow. You have little room in which to feel group membership.

A trainee may feel very cramped and limited because he has not the background of experience that others have with whom he associates. His behavior may be limited to a nod or a grunt now and then, or he may argue and fight as though backed into a corner. Social space affects behavior and is a force affecting the feeling of group membership.

A collection of trainees may not possess social closeness in equal proportions. Trainees who belong to the same work unit may not necessarily share similar beliefs and ideas about the training subject. By previous association they perceive of some who think and feel as they do and others who think and feel differently. Subjects on which they differ may be many, and may vary from what is adequate pay to what their duties and responsibilities are. Any collection of trainees may divide into any number of groups, depending on the number and nature of the views and beliefs under question.

GROUPNESS VARIES IN INTENSITY

However, trainees who share many similar beliefs and needs feel group membership more intensely than those who share few. Norms are reinforced by being shared, and the more intensely the norms are perceived as shared, the more intensely group membership is felt. In other words, membership in the group becomes more attractive.

Diversity of shared norms is one way to describe the difference between a collection and a group. A collection of trainees are a collection rather than a group because they have several norms, but none is shared by everyone. They have diversity of membership in the over-all sense, in that they belong to several sub-groups. When a norm is found to be shared by everyone, total group membership evolves and forms on the basis of the norm. As more group norms are discovered, the feeling of group membership increases. This is verified by everyday observation.

I asked a group of twenty supervisory trainees, "For what do you think you are gathered together?" Several reasons were shared among several subgroups, but no one reason was shared by all trainees. Then I asked, "What would you like to do now that you are all together?" Once again several answers were shared among the several subgroups. The trainees were still a collection or at most several subgroups, but not one group. The largest subgroup wanted to discuss the growing tendency for stewards to "throw their weight around."

PROBLEM BECOMES GROUP CONCERN

The trainees were asked their opinion on how union stewards should be treated. Their answers were numerous and boiled down to four ways. One group of trainees thought stewards should be treated like other workers. One group felt stewards should be catered and kowtowed to, and another thought they should be ignored. The last group of trainees believed stewards were the workers' representatives who on certain matters deserved special treatment and on other subjects deserved the attention accorded ordinary workers. No one particular norm was shared by all trainees, but rather there were several norms among several subgroups. There was diversity rather than intensity of shared norms.

As the subject was discussed, more trainees became cognizant of the problem

and gradually the problem was shared by everyone. It was a total group problem the moment everyone felt the need to discuss it. The trainees became a group when they perceived that everyone wanted to discuss the problem. Sharing this felt need gave the group greater intensity than before. It was almost as if more people were physically present. The more the need was felt by each member, the more intense was his group membership. Intensity is a potential force for developing the feeling of group membership.

The group possessed social cohesiveness when they shared a felt need but lacked social cohesiveness with respect to resolving the problem. From one viewpoint they were unified and from another viewpoint they were divided. This is natural. Groups pass through various degrees of unity. A collection of trainees becomes a group and then subdivides, integrates and perhaps subdivides again, all within one training session. This process continues until the group shares a solution reflecting the objectives for which the group was formed.

GROUP FEELING MAY ENDURE

When the goal is attained, the group may disband. But they may not give up their feeling of social cohesion, because the intensity of group norms and solutions often carries over into individual situations. Thus a group may dissolve physically but not necessarily socially.

In discussing how to treat union stewards, the group formed initially when they perceived of each other as sharing the need to resolve the problem. The problem was common to all and they divided into subgroups when they attempted to find a solution. This was natural, since rarely does any group have homogeneous experiences, values and beliefs. They integrated again when they found the solution that reflected the group's feeling. This solution was to treat union stewards as ordinary workers, except on matters on which they represented the

workers. However, the group divided into subgroups again when they disagreed on what constituted valid union matters. This process continued until all aspects of the problem were resolved satisfactorily.

The training group may not at first possess the degree of social closeness required to bind them into a group. Their experiences, training, attitudes and beliefs may be so dissimilar that they cannot discuss a problem intelligently and in an orderly way. To superimpose a training problem on people who possess extremely dissimilar backgrounds is ineffective. Problems should be discussed in such a manner that they fit the norms and backgrounds of the group, or the trainees should be selected in such a way that there is sufficient homogeneity of background to afford intelligent communication.

(Continued on page 141)

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Better-Reading Programs Show Lasting Benefits

By GEORGE B. SCHICK
Developmental Reading Staff
Department of English, Purdue University

WHAT evidence is there that the good results of reading improvement programs are lasting? Within the past five to ten years many articles have pointed out the advantages of faster reading by executives. In the May 1955 PERSONNEL JOURNAL a discussion, "How to Get Going with a Reading Improvement Program," by Lawshe and Chandler gave a selected list of such articles.

Immediate improvement in reading speed with comprehension is remarkable in many instances. But personnel and training directors and other executives rightly ask to what extent there is evidence of long-term retention of increased reading skills by mature business men. Here is one answer, from the experience of a group of Lafayette, Indiana, management people.

About three years ago, some twenty executives from the Fairfield Manufacturing Co., Duncan Electric Manufacturing Co., Brown Rubber Co., and Eli Lilly Co., made arrangements with the Purdue University Technical Extension Division to take a course in developmental reading offered by the Department of English. For the next sixteen weeks they came directly from their offices twice a week to the reading laboratory and followed the program of study customarily given to college students, with a few minor modifications.

During this period, they had approximately thirty hours of reading instruction (two hours were devoted to diagnostic testing, initial and final), of which more than half was spent in free-reading of books

Let's face it—there's a good deal of skepticism about the reading speeds reached by mature people in company programs. Some say that the improvement doesn't last; that the executive soon falls back into old reading habits. Here's another study that seems to indicate otherwise. So enthusiastic is the author about results that he proposes mobile laboratories for big companies whose people are widely dispersed.

of their own choice at the SRA accelerators, designed to increase rate. In addition, they had fifteen timed-reading exercises, and read all seventeen of the Harvard University Press reading films.

Like most adults who undertake training of this sort, they came with determination to give the course a fair trial, but with understandable skepticism. Because of their heavy responsibilities, not all were able to attend every meeting, and several could not complete the training.

In January, 1953, at the beginning of the training, they all took an initial reading test, Form C of the Survey Section of the Diagnostic Reading Tests (Committee on Diagnostic Reading Tests, Inc., Kingscote Apt. 3G, 419 West 119th St., New York 27, New York). After sixteen weeks they took Form B of the same test, for the final measurement of their progress.

Approximately two years later, in May

Survey Test Scores

1a—speed in words per minute on a short article

1b—recall of details of the passage read for 1a

2—vocabulary test, on a scale of 60

3—timed plus untimed comprehension, on a scale of 40

4—total comprehension for all passages read, on a scale of 100

	1a	1b (%)	2 (60)	3 (40)	4 (%)
Jan. '53	262.98	60	36.66	25.55	63.33
May '53	551.33	65.55	35.44	27.00	72.44
Gains, losses.	+288.35	+5.55	-1.22	+1.45	+9.11
May, June '55.	457.33	73.88	50.55	35.66	82.33
Gains, losses, over May '53.	-94.00	+8.33	+15.11	+8.66	+9.89
Gains, losses, over Jan. '53.	+194.25	+13.88	+13.89	+10.11	+19.00

and June of 1955 (the variation was due to difficulties in scheduling convenient times) almost all of those who had completed the course took Form A of the Survey test, for the purpose of determining whether their improved reading skills had been retained. Their scores are shown in the table.

The group's achievement was gratifying. At the start of the program all of the participants, with three exceptions, were reading from 205 to 282 words per minute, a very respectable speed for readers without special training. Of the three exceptions, one read at 180 wpm, and the others at 312 and 436. Sixteen weeks later the average reading speed had more than doubled, and there was a noteworthy gain in comprehension too. The lowest comprehension score at the start had been made by the slowest reader.

It will be noted that after about 24 months the average reading rate had dropped less than 100 wpm—and that in the other categories the gains were almost maintained or actually improved upon. In not one instance was there a return to the initial speed rate, and in two instances the speed attained in May 1953 had been increased still more by June 1955. Most encouraging also is the maintenance of gains in comprehension. Clearly, confidence in their own reading skills is such that these

readers now come to the printed page with no fear of loss of understanding at speeds nearly twice those they were accustomed to.

These results would have greater significance if they measured the progress of fifty or a hundred, rather than just twelve readers. But thirty-eight Purdue University students who took much the same course retained more than 60% of the speed gained after a lapse of 14 months. (Russell Cosper and Newell C. Kephart, "Retention of Reading Skills," *Journal of Educational Research*, Nov. 1955). Thus it appears that our mature management group kept their proficiency to a greater degree than did the college students.

Since each member of the class understood that he was competing only with himself, the fear of personal inferiority was almost entirely eliminated. Moreover, the previous academic training and age of the men who took the course had no apparent bearing on the ultimate progress made.

So it may be stated that reading programs can and do show long-term retention of reading proficiency. The investment of time, effort, and money was profitable for the Lafayette management group. Not only have these men the satisfaction of being able to cover the great quantities of reading matter necessary for the performance of their work with increased speed and profi-

ciency, but also they may read for self-improvement and pleasure at a faster rate and with greater confidence.

That these results are not unusual is proved by similar success with reading programs at the Monsanto Chemical Company and the Micro Switch Division of Minneapolis-Honeywell Regulator Company of Freeport, Illinois, where evidence of considerable retention after periods of from 6-12 months was amply substantiated.

MOBILE LABORATORY PROPOSED

Materials, costs, and instructional procedures are detailed for reading laboratories in individual plants in the Lawshe and Chandler article referred to earlier. But for large organizations, with establishments in several districts or cities, the practical solution may be a mobile reading laboratory. This could be set up in a passenger-bus or trailer, with sufficient space for eight comfortable chairs, film projector and screen, eight pacers, a well-selected library of from 75 to 100 books, perhaps two or three individual tachistoscopes, a filing case, and an instructor's chair and desk.

This mobile unit could be brought to the readers, from plant to plant, city to city, and thus permit in-plant training, saving management personnel time in getting to and from the place of instruction. I figure that the total cost of equipping this mobile classroom, including films, exercises, testing materials and all, could be kept in the neighborhood of \$2,000.

As far as I know, there is no such laboratory in operation today. But when I first suggested it at a Purdue conference two years ago several training directors expressed great interest in what they dubbed the "Schickmobile". My estimated cost, of course, is exclusive of the trailer itself. It might be reduced by building in bookshelves, perhaps a table for the instructor, and a file drawer or two.

(Continued on page 141)



A sound basis for Industrial Wage and Salary Control

By ROBERT W. GILMOUR
Ford Motor Company

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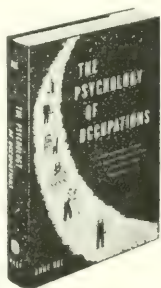
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Procedure for Interviewing Trainee Panel Candidates

IMPERIAL CHEMICAL INDUSTRIES LIMITED
London, England

THE following notes are intended as a very general guide which may be useful when interviewing Panel candidates. The subject matter has been set out for a Panel consisting of a Chairman and four members, so that each may concentrate on a particular aspect of the candidate's qualifications, career and personality, and a number of questions are suggested under each heading.

In addition, in the field to be covered by each Panel member are indicated the main qualities upon which the questions should have a bearing. In practice the questions should of course vary according to what is already known or thought about the candidate, and those set out below should be regarded only as examples to assist the members in framing their enquiries.

It will be noticed that they are largely factual, and the interviewer or other Panel members will find that the answers often suggest further questions bearing not only on the facts contained in the answers but also on their implications and on the reasoning behind them. It is hardly possible to set down examples of these questions, as they will depend on the individual being interviewed, but it will be appreciated that care is needed in framing them in order that the question may not tend to lead the candidate to give the obvious answer.

Members are asked to bear in mind that, except in difficult cases, the total interview time should not exceed 35 minutes. In practice this means that each section should occupy not more than 5 minutes to

The use of a selection panel in hiring non-technical people was described in our last issue. The method has been used with great success for ten years. What follows is taken verbatim from the company's recommendations to panel members concerning the way to conduct interviews, qualities to be assessed, and the rating of each candidate on a nine-point basis. Thanks to W. S. Bristowe, head of the company's Central Staff Department, for permission to relay these documents.

give time for supplementary questions, and for candidates to ask questions.

Panel Member No. 1 (Chairman)

Field: (a) INTRODUCTORY (b) ACADEMIC CAREER

Qualities to bear in mind: EDUCATION, INTELLIGENCE, COOPERATIVENESS, DEPENDABILITY

After welcoming the candidate and putting him at his ease, the Chairman will explain that each member of the Panel is going to ask questions in turn, and that he himself will deal with the candidate's academic career.

Examples of questions that can usefully be asked are: At what age did he take his School and Higher School Certificates? Did he obtain any distinction and credits? What

(Continued on page 137)

NOTES FOR THE GUIDANCE OF INTERVIEWERS

(To be used in conjunction with Interview and Rating Record Form I.C.I./3481)

QUALITY TO BE ASSESSED

(For brevity, masculine terms only are used)

(1) PERSONAL ACCEPTABILITY

Would the candidate be acceptable to future colleagues in I.C.I.? Consider his bearing, appearance, dress, and speech. Is he likely to be tactful in his relations with both senior and junior colleagues? Does he appear shy, awkward, abrupt, or offhand?

(2) GENERAL SCHOLASTIC KNOWLEDGE AND ATTAINMENTS
(i.e. theoretical knowledge)

Consider his university and/or scholastic record. Apart from his formal education has he kept himself up-to-date by continuing his reading?

(3) COMMERCIAL OR INDUSTRIAL EXPERIENCE
(i.e. practical knowledge)

Examine the candidate's commercial or industrial record. What positions has he held and what progress do they indicate? Consider the reason for and frequency of his changes of job. To what extent does his experience fit him for work in the Company?

(4) INTELLIGENCE

A rating is required here on a man's intellectual powers and not on his acquired knowledge. Intelligence is regarded as the innate capacity to learn, or the capacity to form comparisons and to reason by analogy. The quality of a man's generalisations, his capacity to think abstractly, clarity of thought, and speed of understanding are pointers to help in the assessment of this quality.

(5) CO-OPERATIVENESS

Consider the candidate's ability to work well with his colleagues and superiors. Do you consider that he would fit willingly into a team or would he be self-centred and difficult to work with?

(6) ENERGY AND PERSEVERANCE

Does his record reveal energy and perseverance in pursuing any activity he undertakes? What incentive has he to be hard-working?

GENERAL INDICATION OF ASSESSMENT LEVELS

- A. Creates an immediate feeling of confidence and friendliness.
 - B. General bearing good—self-assured and easy in his manners.
 - C. Reasonably acceptable to others. Neither nervous nor diffident.
 - D. Not a particularly prepossessing personality. Lacks self-assurance, or is unduly confident.
 - E. A negative or displeasing personality.
- A. An excellent educational record. Has continued the study of subjects in which he is interested.
 - B. A good record of work and progress.
 - C. A reasonable standard of education.
 - D. An unimpressive record.
 - E. A poor educational record.
- A. Very valuable experience in work useful to the Company.
 - B. A sound background of useful experience.
 - C. A reasonable record of experience.
 - D. His practical knowledge is of a superficial nature.
 - E. His experience is negligible.
- A. Distinctly high intellectual powers.
 - B. Good intelligence—rapidly grasps the essentials of a problem.
 - C. A reasonable level of intelligence.
 - D. Mental reaction rather slow, or unclear in his thinking.
 - E. Rather dull mentally.
- A. Likely to be exceptionally co-operative and helpful.
 - B. Likely to be very willing and helpful.
 - C. Will work satisfactorily with others.
 - D. Will probably not make much effort to co-operate.
 - E. May be difficult and a source of friction.
- A. A most energetic and hardworking man.
 - B. Likely to be keen and painstaking.
 - C. Reasonably persevering and energetic.
 - D. Will probably not persevere as well as most.
 - E. Unlikely to pursue any job energetically.

Editor's Note: These "Notes for Guidance," reproduced from the original copy, continue on the next page.

(7) INITIATIVE

Consider whether he would be likely to be original in his outlook, or is he the type to keep to a routine? Would he seize opportunities and accept responsibilities on his own account, or would he tend to wait for instructions?

(8) LEADERSHIP

Consider his record in work and in his other activities. Do his past achievements reveal the ability to lead or influence others? Is he likely to inspire enthusiasm and loyalty in his subordinates, and would they turn to him in a crisis?

(9) DEPENDABILITY

Consider such qualities as trustworthiness, loyalty, and reliability. Seek carefully for signs of emotional immaturity and instability which may affect his dependability and steadiness.

(10) FINAL ASSESSMENT

In the nine preceding sections you have formed an opinion of various aspects of the candidate's attainments, intelligence and character. Now consider the candidate as a complete individual and think of the general pattern of his personality. What is your final assessment, bearing in mind the kind of post for which he might be considered?

A. Very alert to seize opportunities and develop them thoroughly. Most resourceful and original in outlook.

B. Has the courage to make decisions outside his own sphere if necessary—progressive in thought and action.

C. Quite resourceful—not afraid to take responsibility but prefers guidance.

D. Inclined to wait for instructions and guidance.

E. Liable to shirk responsibility and let opportunities slip.

A. Should be a most capable and inspiring leader.

B. Likely to succeed at getting the best out of other people.

C. Should have reasonable success in handling others.

D. Not likely to have much influence on others.

E. A follower rather than a leader.

A. Very well adjusted. A high sense of responsibility and duty.

B. Dependable and loyal. Most unlikely to let one down.

C. Reasonably stable and dependable.

D. Might become unreliable in adverse circumstances.

E. Considerable doubts as to his dependability.

A. A very fine all-round man; should do extremely well.

B. A good type; would be an asset to the Company.

C. An ordinary average person.

D. Unimpressive; not up to the normal standard for engagement.

E. Not worth engaging.

Notes.

1. Ratings on each quality may be made on a 9-point basis by interpolation thus:—

A, B+, B, C+, C, D+, D, E+, E

Interviewers should guard against a tendency to assess too highly. Of a large number of people marked on a quality, there will normally be a few very low assessments and a few very high assessments, but most will be near the middle; thus on the five-point scale above one would normally expect to find approximately 40 per cent. rated C with the remainder distributed on either side in decreasing numbers towards the top and the bottom of the scale. A second tendency is to confine the rating to a narrow belt between B and C. The nine-point scale should be used as fully as possible to differentiate candidates.

2. Do not attempt to rate a candidate in those qualities which are not applicable; e.g., a youth who has just left school will not be rated for experience. The rating of a man should always bear relation to the general run of applicants of his age and standing. Thus a junior clerk could be rated A for Initiative or Co-operative-ness in the same way as a works manager.
3. The final rating is not necessarily the average of the assessments of individual qualities; the weight to be given to each quality will depend on the type of post for which the candidate may be under consideration; e.g., for a post of a routine clerical nature, the quality of leadership is not as important as for a managerial position.

Continued from page 134)

were his favorite subjects? What subjects did he dislike and why? How did he get on with masters and with other boys? Was he a prefect or in any other position of authority in work or games? If the candidate has been at a university, similar questions may be asked on his career there.

Panel Member No. 2

Field: PERSONAL RECORD AND EXPERIENCE SINCE LEAVING SCHOOL OR UNIVERSITY

Qualities to bear in mind: EXPERIENCE, CO-OPERATIVENESS, INITIATIVE, LEADERSHIP, DEPENDABILITY, ENERGY AND PERSEVERANCE

Questions should cover the candidate's experience since leaving school or university including his Service career if this is applicable. If he has been employed he should be asked what jobs he has had. Why did he take them? How did he get on, i.e. pay and status? Why did he leave them? If he has been in the Services what rank did he reach? How did he get on with ranks senior and junior to his own? Can he give examples of good or bad leadership? Is he a good mixer?

Panel Member No. 3

Field: SPARE TIME ACTIVITIES: (a) Sporting and Athletic; (b) Intellectual

Qualities to bear in mind: LEADERSHIP, DEPENDABILITY, ENERGY AND PERSEVERANCE, INTELLIGENCE

What are his sports, games, hobbies, etc.? Is he interested in literature, music, or the theater? What active part has he taken in any of these? Are his interests mainly intellectual or physical, or does he combine both? Ascertain the depth or superficiality of his interests. Are they of a solitary nature or does the candidate prefer the company of others? Has he had experience of leading groups? Does he stick at certain interests or jump about from one to another? Has he led a reasonably full life, or has it been unbalanced?

Panel Member No. 4

Field: MENTAL AND MORAL CHARACTERISTICS

Qualities to bear in mind: CHARACTER AND DEPENDABILITY, INITIATIVE AND LEADERSHIP

Questions should be framed to determine the candidate's personal ambitions and preferences, and the ideas and reasons behind them. If not accepted by I.C.I. how would he set about realising these? Would he act differently if he were unexpectedly left a very large sum of money? Put questions of a moral or ethical nature, e.g. what course of action would he pursue if after ten years with I.C.I. he were offered a post by another firm at higher pay? Would he consult his chief? Question him on his personal characteristics. Ask him to say what, in his own opinion, are his main qualities and shortcomings.

Panel Member No. 5

Field: ASPIRATIONS IN I.C.I.

Qualities to bear in mind: ENERGY AND PERSEVERANCE, INITIATIVE, DEPENDABILITY, CO-OPERATIVENESS

Ask the candidate his reasons for wanting to join I.C.I. What does he know about I.C.I.? What sort of position does he think he could most successfully fill? Are there any steps he would take to pursue his objective or to prepare himself for a post of responsibility in I.C.I.? How does he think he will get on? If assured of his ability in a particular direction, put specific questions or an actual problem to test his aptitude and skill. What satisfaction does he hope to get from service in I.C.I.?

CONCLUSION

When the above subjects have been covered as far as may be considered necessary, any Member of the Panel may of course put supplementary questions on any aspect (i.e. either within or without his

(Continued on page 141)



R. M. UPSON

Why **SKF** Has Been Awarding HAMILTON Watches Every Year Since 1929

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Goodwill Begins with a Tea

By HELEN MERCNER
Massachusetts Institute of Technology

How employees get acquainted may present a personnel problem to a medium-sized college or business. In organizations of 1,000 or less, it is possible to have at least a nodding acquaintance with everyone. In organizations whose employees run into the thousands, men and women tend to develop loyalties in their sections. What about the company in the middle, whose employees number more than a gathered clan, but less than General Motors?

The Personnel Office of the Massachusetts Institute of Technology has faced this problem and devised an inexpensive means to help women at MIT get acquainted. Of a non-professional staff of 3,000, 1,000 are women. Many secretaries are on what amounts to academic islands, since one secretary often serves several men in one department. While this arrangement has some obvious advantages, a girl has a hard time meeting other secretaries. As one girl said in her one-woman office, "You could talk to someone for years on the phone without ever meeting."

Last year, the three interviewers of women personnel hit on a very simple idea to help new women employees get to know each other. It doesn't cost much to put into operation and so far it has stimulated fringe goodwill that was completely unexpected. It is adaptable both to business and academic worlds.

Here is the plan. An "acquaintance tea" is held once a month on company time. Simple refreshments are served. A member of the college staff is invited to speak. Although in itself it offers no panacea for a bad case of personnel problems, the tea contributes to good feeling.

Making new people feel at home—quickly giving them a sense of belonging—is profitable in several ways, including the reduction of turnover. This article reports a simple and economical get-acquainted procedure for women. Could it be adapted for use with men by substituting another beverage or a "smoker"?

It comes at an important time—when the young woman joins the firm. It sets the tone of future activities and that tone is friendliness.

Does it work? One woman, who heads the payroll department, has been a speaker. She also has had several girls from her division attend various teas. She said her new employees appreciated the fact that an institution like MIT could take time to welcome them. She added that they liked to meet the staff VIP's informally and it gave them an opportunity to see that they are regular fellows.

Comments from recently feted employees bear this out. Even young women who were too busy to attend and those who failed to develop the spontaneous friendships liked the idea of a university being interested in them.

One interviewer in the personnel office commented, "We find it has helped to bridge the difficult first year." The payroll officer added, "I think the tea comes at an ideal time to mention that any effort on the job is recognized."

Here are the details of the tea. In the first month a woman is at the university,

she receives a typewritten note on official stationery, signed personally by the personnel officer. The letter reads: "You are cordially invited to attend the MIT acquaintance tea being given on Wednesday, June 30 at 4 o'clock in the Great Court. If you find that this time cannot be arranged with your supervisor, we shall be glad to have you come to one of our future teas." A reply is requested and the personnel officer's telephone extension noted.

Later, the new employee learns that an "old" employee, a woman from her division, will go with her. While this buddy system helps soothe apprehension about what to do, what to wear, and how to act, it has a latent problem. It may divide the group into timid twos. This coupling can be forestalled by briefing old employees on the pleasant responsibility to see that Miss Newcomer meets other secretaries, draftswomen and receptionists.

At the tea, name tags are supplied. Simple refreshments break the ice at small expense. In 1954, MIT served 600 women (300 new employees with 300 escorts)

for \$60. The place is as varied as the menu. In summer, MIT women sip lemonade under the gently swaying sycamores that line the Great Court. In fall, they nibble doughnut "holes" in one of the small, social rooms. The personnel office is available as a last resort.

Guests match names over paper cups for approximately 20 minutes. Then the speaker is introduced and he talks for the same time. The MIT office tries to choose as speakers the staff members whom the girls will be hearing about or have some personal feeling about, such as the payroll officer. Other speakers have been the director of alumni placement, the director of sponsored research, and the head of a special course that receives a good deal of publicity. Future teas call for the medical officer, head of the dramatics group, and the supervisor of buildings and power.

From the encouraging results of the acquaintance tea, it looks as if this man's technical school is successful in its attempt to make life more pleasant for the average person in the increasingly complex, mechanized world that MIT helped form.

About the Authors

Eugene Emerson Jennings is Associate Professor of Management in the College of Business at Michigan State University, East Lansing. Among other degrees, he has a Ph.D. from the State University of Iowa. Dr. Jennings previously taught at the Wharton School of the University of Pennsylvania. He serves several organizations in a consulting capacity.

George B. Schick, in the English Department at Purdue since 1935, joined the university's Developmental Reading Staff in 1950 and has given the advanced course for teachers of developmental reading for the past three years. He has become particularly interested in the advantages of such training for mature readers. Dr. Schick has three degrees in English from the University of Chicago; earned his doctorate in 1953. He taught previously at the University of Arkansas and at Beloit College, Wisconsin.

Helen Mercner, is a graduate of Columbia's School of Journalism, and also has a degree from Duke. She says: "I majored in French and it naturally follows (feminine logic) that I am now a technical editor at the Servomechanisms Laboratory at M.I.T." She sails the Tech dinghies, and cooks; claims more proficiency in the latter.

Joseph B. Fagot, as Director of Public and Industrial Relations for Omar Incorporated, "world's largest house-to-house bakery," is also in charge of the company's personnel and training functions. At the University of Minnesota he majored in Personnel Administration and graduated in 1940. In his background are spells with the mail-order houses, Wards and Sears, with Walker Employment, and as Place-

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Collection to Group

(Continued from page 130)

An example of the former alternative was the conference director who had difficulty in getting participation. I suggested polling the trainees to find why they were reluctant. The answer was as expected. They thought the problem to be discussed was "strictly a personal matter." On this they agreed. There was not a group problem and not a proper subject for group training.

At that point some training directors might have been tempted to drop the subject, but not this one. He lit into the group and forced the issue to a point where several trainees were caused to reflect and reconsider. These in turn, influenced others to think about it. What at first appeared to be a personal problem became a group problem, and the whole training session turned out to be an excellent example of transforming a collection of trainees into a group. Forthrightness, conviction, salesmanship and perhaps a little stubbornness, paid off by producing a result far greater than if the training director had bowed to the trainees' initial wishes and not fitted the problem to their needs.

Better-Reading Programs

(Continued from page 133)

The matter of books for personal reading is important. For unless there is a wide variety of selections and a generous supply, the program may well fail to attract and sustain interest for a number of sessions. If the work is undertaken with fewer than 75-100 titles, then frequent additions should be made to the library upon the request of patrons or the emergence of titles into prominence.

I feel strongly that management tends to be neglected all too often in favor of this, that, and the other opportunity for the hourly worker. Bonuses and management incentive programs are of course highly

desirable, but the money usually goes into household expense budgets eventually. With a reading program, the individual achieves something which is to his personal advantage, permanently—and to the development of his usefulness professionally as well.

Procedure for Interviewing

(Continued from page 137)

original sphere of questioning) that seems to him to require additional enquiry.

Finally, the Chairman asks the candidate if there is anything he would like to bring forward in his own favor by adding to or retracting from anything he may have said, either at the Interview or previously. He may also ask him for his views on the procedure of the Panel and, in particular, his opinion on its fairness or otherwise.

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Office Unionization: How to Prevent It

By J. B. FAGOT

Director, Industrial and Public Relations
Omar Incorporated, Omaha, Nebraska

WHAT can I as an employer do to prevent unionization of my office?" Now, in discussing this question, I don't want anyone to believe that I am personally anti-union. With some 60 different union contracts in our company, I could ill afford to have such an attitude. I do believe, however, that granted the sincere interest of the employer is the welfare of his employees, it is to the interest of both to prevent unionization of office workers.

Now in finding an answer to how to prevent unionization, don't wait until the union pamphlets start circulating to do something. I believe we can gain an insight into what to do if we first consider one or two fundamentals. The first fundamental is that we should always keep in mind that you and I and our employees think our job, or any part of it, is good or bad according to how it compares with others. Our opinions, attitudes, and finally our decisions are the simple result of relative comparisons. There are three primary comparisons that our employees make:

First, intra- and inter-departmental within their own office. It is the little things, little to the company, but big to the given employee, that make a difference; the granting of extra time off to Susie but not to Jane, the five-dollar raise to Tom and the three to Bill with no logical explanation to Bill.

The *second* comparison is with employees in other companies. It is just human nature that the grass always looks

You may believe your office people have no possible reason to unionize and that it's the farthest thing from their thoughts. But do you really know what they're thinking? Through inertia or fear, the author says, some employers let organizers win by default. His observations were given in a panel discussion of the Omaha Personnel Association early this year.

greener on the other side of the fence. But if we, as employers, do nothing to clarify the picture, why should we blame our employees? It behooves us to make semi-annual or annual surveys of other companies' working conditions and then, when we find something out of line in our own company, to definitely correct it.

The *third* comparison that employees make is with unionized employees in their own company. I believe we'll all have to admit the former advantages that office employees enjoyed over the shop have all but disappeared. Then too, what would you be led to believe as an office worker if the only time you received a wage increase was after the union had won one for the shop? I'd suggest that those of you who don't have a definite office salary plan that functions entirely separate from your union negotiations, better get one fast.

So, remember this first fundamental, that things are good or bad by comparison.

FAULTY COMMUNICATION MAKES TROUBLE

The second fundamental is that in almost every case of unionization, either the employer didn't know what the employees were thinking, or the employees didn't know what the employer was thinking—or both. Lack of communication is at the heart of the problem. If you were actually aware of negative thoughts and attitudes of your employees, you would either do something to change the condition or communicate your inability to do so in an understandable manner.

It is because the factors that breed unionization are complex and different in each office that individual analysis is called for. There are no pat answers. However, a very recent and comprehensive survey of some 7,000 office employees by the National Office Management Association may give clues as to what office employees in general don't like.

The responses were broken down by men and women. The three most frequent office complaints for *men* were:

1. No recognition of good work
2. Lack of information
3. Salary relationships and policies

Women listed the same categories as their top three complaints but in slightly different order:

1. Salary relationships and policies
2. No recognition of good work
3. Lack of office information

Other office complaints are listed below, as ranked by the men included in the survey. The ranking by women was very similar, the main difference being that job security was less important to the women.

4. Pressure
5. Job security
6. Supervisory favoritism
7. Poor ventilation
8. Inadequate or faulty equipment
9. Uncomfortable temperature

10. Drab surroundings
11. Supervisor listens to grapevine
12. Fellow employees
13. Must lie for boss
14. Vacation policy
15. Boss always late for appointments
16. Smoking rules

In this same survey the office employees listed what they wanted in an executive:

- First..... Managerial Skill
- Second..... Fairness
- Third..... Intelligence
- Fourth..... Common Sense

They also listed what they did not want in an executive:

- First..... Injustice
- Second..... Superior Attitude
- Third..... Put things off
- Fourth..... Untruthfulness

There you have it . . . a breakdown of what employees don't like. To my knowledge this is as accurate and good a survey as you could ask for in this regard. Although, as I have indicated, this can give you some very good clues, I cannot stress too strongly how important it is that an individual analysis be made of any given office.

As we all know, the supervisor in any office many times holds the key as to the attitudes of the employees in that office. And, therefore, there is some value in careful reflection on what employees do and do not like in a supervisor.

UNIONS OFTEN WIN BY DEFAULT

Although there is no simple answer or set of answers as to how to prevent unionization, as evidenced by the success of unions during the last twenty years, many times the answers are not found because they aren't actively sought. Too often, due to inertia or fright on the part of the employer, unions have won by default rather than by an objective choice of their employees.

Many employees in offices that could be objectively analyzed as almost an ideal place to work have become unionized. Why? Because the employees thought or were led

to think that somewhere, under unionization, conditions were better than theirs.

Even in the best office, there is always something—perhaps minor—that isn't what it should be. If the union is given the free play of your employees without your knowledge or you keep quiet out of ignorance or fright, unionization is almost assured regardless of how ideal your working conditions. If the union moves in, so should you. Lay out a campaign based on the two fundamentals of relative comparisons and communications. Sure, there are certain things you can't do, but there is a lot you can do—do it.

I'd like to add, if a company is blind to what employees want,—or knowing, is deficient in providing it, unionization may be a great service to that company. Because, the union will undoubtedly force the company to correct the condition and by so doing, may well provide a more stable and efficient work force.

Regardless of the circumstances—the bad breaks, your own missteps or what have you—if the union wins, and you're faced with unionization as an actuality, discard any "fight to the death" attitude. All it will give you is ulcers and it won't pay the stockholders' dividends.

However, if you will but make the comparisons that your employees are making and get to know your employees and they to know you, the mechanics of what you must do will be apparent. Then, all that is needed is courage for action.

We have incentives for stepping up production, increasing sales, reducing waste, improving quality and developing new products. Why can't there be incentives for building management talent?

Lawrence Appley,
quoted in
Developing People in Industry
— a Harper book

MANAGEMENT BRIEFS

What is the yearly cost of a clerk or a semiskilled factory worker? Industrial Psychology, Inc., of Tucson, Ariz., has gathered these figures: wages, \$3,000; investment in training of the new worker, \$500; cost of turnover (one out of three employees trained doesn't stay on the job), \$150; depreciation on plant and equipment needed to maintain one employee, \$450; fringe benefits, \$740; total cost, \$4,840.

BUSINESS WEEK • June 9, 1956

A copy of this 2500-word article on "Personnel Costs—the Difference between Profit or Loss?" may be obtained, at no obligation, by writing to Industrial Psychology, Inc., Tucson 6, Arizona.

As You Were Saying—

COLLEGE RECRUITING OF SALESMEN

JOHAN M. ELLIOTT of George H. Elliott & Company, management consultants in New York City, refers to Dwight Gentry's article "Better College Recruiting: Better Sales Trainees" in our March issue. He says:

As you know, I served a lengthy apprenticeship with Procter & Gamble in making the college circuit some years ago. If I may be permitted to "reminisce" a bit, I have about come to the conclusion that college recruiters, particularly if they are Sales Managers, are a fairly inarticulate crowd. The truth of the matter is that they have pretty good ideas, but they certainly don't have a flair for getting them across to college faculty members.

In so far as grades are concerned they are closely tied up with a well-standardized intelligence test. I always steered clear of the person who made a high score on the intelligence test but mediocre or poor grades—laziness. However, in fairly extensive research studies we couldn't detect much difference

between grades in, say, the 65th percentile and in the 95th percentile.

Demonstration of leadership in social activities on the campus had a very definite relationship to a man's chances of reaching sales management levels. We figured our PE's on these data and they are absolutely airtight.

Another thing a Sales Manager has difficulty in getting across to the average Placement Officer or college professor is that the way a man looks, how he dresses, his physique and other observable characteristics have a great deal to do with whether or not he can learn to dominate others in personal relationships in the selling field. In other words, a man may be very brilliant, but if he hasn't got an impressive physique he has at least one strike against him. I wonder sometimes whether a college professor is qualified to give an intelligent appraisal of a senior as a candidate for sales management. I know many who could not do so.

Undoubtedly Mr. Gentry is familiar with all of this reasoning. However, I found his article so stimulating that I was prompted to send along these comments.

ONE SECRETARY TO ANOTHER

PERSONNEL managers will be interested in how one personnel man's secretary thinks she can help her boss the most. The secretary in this case is Mrs. Sylvia Giaccarini and her boss is W. G. Waggoner, personnel officer of the U. S. Bureau of Reclamation at Sacramento, California. Under the heading "Look Over Your Boss' Shoulder", Mrs. Giaccarini says in part:

Authors of movie plots, T.V. soap operas and the comics take great pleasure in depicting the average secretary sitting on the boss' lap. In real life the job lasts longer if you just peek over his shoulder—and, unobtrusively.

A basic proficiency in the tools of her

trade—dictation and typing—are important; in fact, imperative. But, the boss expects more than a highly skilled mechanic as his secretary. The sooner this is recognized and accepted the more satisfactions the job offers. The average secretarial pool is filled with highly skilled mechanics, and it is the natural hunting ground for secretarial vacancies. Yet, selections are based on something extra.

The principle of this something extra is as old as the good book and as young as the most advanced course in psychology and social behavior. It consists of nothing more than putting yourself in the other fellow's shoes. In this case, the boss' shoes.

It is as easy to check a letter for its basic objective of communication, as for correct

typing, punctuation, sentence structure and format. All it takes is attitude, understanding and sympathy for the boss' function. The letter that goes out from your organizational unit communicates many things besides the information in it. It can communicate a spirit of co-operation; dignity coupled with a desire to be of help; or irritation—a desire to get it off your desk and ensure an end to the matter. The wise boss, and there are good reasons why employees get to be bosses, knows that the written communication from his office is the front line of his public relations. A good secretary is his public relations standard bearer.

The word "unobtrusive" is emphasized in the first paragraph. A new secretary that rushes in with aggressive, critical comments to upset long established communication habits may as well rush right out. It takes an unusual amount of tact to help others. Even the official dispensers of charity must first learn how to give so that gifts may be accepted without damage to self-respect. The one thing that will insure success is a sincere attitude, a desire to assist.

One of the most difficult traps to avoid is an office label of "nosiness". The boss will welcome fingertip information on Bill or Bertha's progress with an important assignment, if it can be acquired unobtrusively, and not at a cost of office morale.

So, pull a switch on your boss. The more you look over his shoulder the less reason he will have for breathing down your neck. And, he will appreciate you for it.

About the Authors

(Continued from page 140)

ment Director for eight years with the Marathon Corporation. He joined Omar in 1952.

John M. Elliott is associated with the New York management consultant firm of George H. Elliott and Company. A University of Manitoba man, he was with Procter and Gamble, Cincinnati, from 1926 to 1946. His article concerning *Specifications for New Salesmen* appeared in our April issue this year.

Sylvia Giaccarini, secretary to the regional personnel officer of the U. S. Bureau of Reclamation at Sacramento, California, is a career service employee of the Federal government. Mrs. Giaccarini has served other government officers, heading other functions, and "is convinced that personnel work with its many facets of interest is the most challenging of all from a secretary's point of view."

"Over and over in this book you will see that preconceived notions, false basic assumptions, are like landslides that divert a stream from its true bed. Over and over you will see that a vast amount of your effort as a problem solver will go toward changing assumptions—your own as well as other people's. The upshot of this repeated activity is to develop in the skilled problem solver an ingrained, automatic skepticism. He is not cynical. He simply starts with the premise that the assumptions on which any problem rests may be challenged, just as the alleged facts may be. He is particularly skeptical about obvious answers and rigid dogmas—the things that 'everybody knows are true'."

Edward Hodnett in
The Art of Problem Solving
(Harper)

EMPLOYEE OPINION SURVEYS

for

Management, Supervisory,
Technical, Sales, Clerical
and Wage-Hour Personnel.

Using

Tailormade Questionnaires.
Small Group Interviews.

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BOOKS

DEVELOPING PEOPLE IN INDUSTRY—*Principles and Methods of Training*. By Douglas H. Fryer, Mortimer R. Feinberg and Sheldon S. Zalkind. Harper & Brothers, New York, 1956. 210 pages. \$3.50.

An excellent book on setting up and conducting training and development programs for employees of all ranks. There is a foreword by Howard W. Files, vice president of Pillsbury Mills, Human Relations Division, which tells how it came into being. Mr. Files says today's vital training questions are, not whether training is needed, but Whom shall we teach, What shall we teach, and Who shall do the teaching. The company retained the three authors named above, associated with Richardson, Bellows, Henry & Co., to answer those and other questions for them. The outcome was a manual which has been developed into this book.

"This manual," Mr. Files says, "has been in use by us for more than a year and has fulfilled the purpose. . . . It has been read and reread and used as a reference for determining training needs and to evaluate training results by those who are serving as trainers in our plants . . . providing what is needed in the language of the man on the industrial firing line."

In keeping with the aim at Pillsbury, the book is designed to help company people who have had no experience in teaching or training to become good trainers, with some understanding not only of method but also of trainer-trainee psychology. Professional training people will enjoy seeing how the subject is handled, but high executives, supervisors and others who know little about training and probably harbor many misconceptions about it will benefit most. The book has ten chapters.

Among the subjects covered are Establishing training needs, Motivation, How the trainee learns, Mechanical aids to training, Participation methods, Administration of the training program.

H. M. T.

THE FOCUSED INTERVIEW. By Robert K. Merton, Marjorie Fiske and Patricia Kendall. The Free Press, Glencoe, Illinois, 1956. 186 pp. \$3.00.

This book is a presentation of the procedures and problems encountered in a focused interview. Inasmuch as these same difficulties arise in all interviewing situations, it may prove somewhat useful to personnel people. It is highly technical and familiarity with psychological concepts and terms is necessary for rapid reading.

The authors state that the focused interview is most effective, not for general interviewing, but as a research tool in clarifying the differences in responses to propaganda and advertising media. It is in this area that the focused interview finds its greatest usefulness.

Essentially, the focused interview is a way to obtain retrospective reactions and attitudes of individuals to a specific situation. The situation most often referred to in the book is that of an army propaganda film.

In focused interviewing, the situation is previously analyzed by a social scientist and hypotheses are developed regarding probable responses to various aspects of the situation. With a guide thus established, the interviewer attempts to focus the attention of individuals or groups on specific parts of the stimulus situation through the use of non-directive ques-

tioning. In this way he can establish and probe the varying effects induced by the stimuli.

The tools utilized in focus interviewing are not new; nor are the objectives of the interview itself. The major differences in interviewing of this nature appear to be; (1) the heavy emphasis on past-tense phrasing of interviewer questions, and (2) the analyzation of objective characteristics of the stimulus situation prior to the interview. Due to the experimental nature of the focused interview and the technical skills necessary to conduct it well, it will probably be of limited use in the personnel area.

This is a revised third reprinting of the book. The authors are experienced in social research. Robert K. Merton is a Professor of Sociology at Columbia University. The two ladies have served on the staff of the Bureau of Applied Social Research at Columbia.

CAROL FLETCHER WAGNER

ALCOHOLISM: Its Psychology and Cure. By Frederick B. Rea. The Philosophical Library, Inc., New York 16, 1956. 143 pages. \$3.50.

If there are people in your organization whose problem is alcohol, or who seem to be headed that way, this book certainly would help you in dealing with them. The book itself might be lent or given to such a person. However, the author warns: "Everyone who seeks to help an alcoholic finds himself in a dilemma. In the earlier stages, when chances of recovery are greatest, the alcoholic is notoriously resistant to counsel. He will not accept directions or advice from other people. He will only learn the hard way: but by the time he has learned that way, it is almost too late to save him. . . . The Map of Addiction ought to be a major feature in all forms of temperance education, and the whole community should be

made familiar with its outline and contours." Mr. Rea speaks highly of Alcoholics Anonymous and tells how they work; he helped establish an AA branch and associated himself with it for at least four years.

H.M.T.

THE RETIREMENT HANDBOOK. By Joseph C. Buckley. Harper & Brothers, New York, 1953. 329 pages. \$3.95

This is probably the most comprehensive, and certainly one of the most stimulating and helpful, books on the many problems connected with retirement that I have ever come across. Back in June 1953 in these pages I reviewed several excellent retirement books; this one may have come to hand soon after that and escaped my notice. I'm glad that a house-cleaning brought it to light, for it makes some excellent suggestions.

The trouble with retirement planning is that few of us can be induced to start it early enough. If you have people around 40 to 45 years of age who show an interest in the subject, this is a book you could lend them and earn their gratitude. The author is or was an executive with the J. Walter Thompson Company, a large advertising agency. He spent over two years collecting the information and ideas. His short section on the Social Security Act is somewhat outdated now, but still applicable in the main. Among other subjects discussed are health, income, hobbies, small businesses for retirees, farming of several kinds in various locations, where to live in retirement. He presents a retirement planning schedule beginning at age 35.

A bibliography is given at the end of each chapter, referring to periodicals and government publications as well as books. There is an index. You too may be thinking of retiring to a new life eventually; this book can increase your enjoyment of the prospect.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

FACTORIAL ANALYSIS OF COMPLEX PSYCHOMOTOR PERFORMANCE AND RELATED SKILLS. By Edwin A. Fleishman and Walter E. Hempel, Jr., Air Force Personnel and Training Research Center. *The Journal of Applied Psychology*, Vol. 40, No. 2, April, 1956, 96-104.

Relatively little research has been done on the organization of abilities in the area of perceptual-motor skill. This is no doubt due to the difficulties of constructing, assembling, and administering the batteries of apparatus tests required for such studies.

The Air Force classification research program which was carried on during the war was probably the most extensive program of psychomotor testing that was ever attempted. The authors are currently working on the problem of the organization of perceptual-motor skills, and they undertook the factorial analysis reported here of correlational matrices which existed from previous research in the hope that it would provide additional insight and possible leads.

In 1947-48, a wide variety of Air Force printed and apparatus tests were assembled and administered to over 1000 Navy pilot candidates. The present paper describes a factor analysis of the intercorrelations among certain variables selected from the correlation matrix published by R. B. Payne in 1952. The test variables included 16 apparatus tests and 7 printed tests which had been designed as possible substitutes for the apparatus tests. The 24th variable was the criterion of pilot success as measured by graduation versus elimination of Navy midshipmen from flying training. Each of the variables is described briefly.

Ten factors were extracted from the intercorrelations among these variables by the Thurstone centroid method. Each of

these factors is identified and interpreted and the loadings on the different variables are given. Those doing research in this field will find the discussion and interpretations very useful.

Two of the conclusions are of broader general interest:

(a) "Contrary to previous belief that motor skills are narrow in scope and highly specific to the task, the present results confirm that there are certain broad group factors of psychomotor skill which may account for performance on a wide variety of tasks."

(b) "Some of the factors defined in psychomotor tests may also be sampled by printed tests."

A NOTE ON MEASURING "UNDERSTANDABILITY." By Robert F. Lockman, Bureau of Naval Personnel. *The Journal of Applied Psychology*, Vol. 40, No. 2, April, 1956, 135-136.

This author calls attention to the fact that there is a difference between readability as measured by the Flesch formulas and what he calls understandability. Readability measures, for example, do not indicate whether the ideas expressed are nonsense or not.

Lockman reports a study of about 170 Naval Aviation Cadets. Each man was asked to rate nine sets of directions on standard psychological tests on a scale of understandability which ranged from "very easy" to "very difficult." The Flesch Reading Ease score was then computed for each set of directions. The results were correlated, and he concludes that the Reading Ease score was not measuring the same thing as understandability.

Reading Ease scores are not too relevant in highly selected groups, and reliable

understandability ratings might well be used to improve the level of intelligibility of written material.

LEADERSHIP AND PREDICTIVE ABSTRACTING.
By C. G. Browne and Richard P. Shore, Wayne University. *The Journal of Applied Psychology*, Vol. 40, No. 2, April, 1956, 112-116.

Early studies of leaders emphasized largely the personal characteristics that were measurable in the leader himself. Recently the emphasis of research has been on the dynamic relationship existing between the leader and the group. The hypothesis has been advanced that the man who will be most successful in influencing the actions of others will be the man who knows the thinking of the group best. Some investigators have called this factor "empathy" or the ability of the individual to put himself in another individual's place. The present authors do not think that this is a good term to use because the essence of leadership does not include taking on the experience and the emotion of another individual. They feel that the extent to which an individual is able to predict the attitudes of others will depend on the extent to which he is able to select the significant details in a given situation. They call this predictive abstracting.

The present study evaluates the hypotheses that (1) predictive abstracting is a function of leadership, and (2) there is a direct relationship between predictive abstracting ability and an individual's echelon level in a company.

The subjects for the study were 83 employees of a Detroit metal tubing manufacturing company: 5 department managers, 9 general foremen, 17 assistant foremen and 52 nonsupervisory workers. A questionnaire was filled out by each subject which measured attitudes toward job satisfaction, economic issues, and social issues. Each subject first completed the

questionnaire on the basis of his own attitudes. Then each department manager completed a questionnaire on the basis of what he thought would be the attitudes of nonsupervisory workers as a group. Each nonsupervisory person filled out a questionnaire on the basis of his abstracting of the responses of department managers as a group. The foremen and assistant foremen filled out questionnaires predicting the attitudes for both the echelons above them and below them. The questionnaire had 27 statements and the subjects checked responses on a scale that went from "strongly agree" to "strongly disagree." Numerical values were assigned to each of the four points on the scale, so that it was possible to obtain an average on each statement for each of the four echelon groups mentioned.

The data indicated that the supervisory personnel predicted more accurately than the nonsupervisory. The department managers made better predictions about the workers than did the foremen. This may seem surprising since they would have less direct contact with the workers than the foremen would. On the whole management seemed to understand the workers better than the workers understood the attitudes of management. Is this a factor that ought to be given more consideration in the study of industrial conflict?

This study assumes that leadership is involved in carrying out supervisory functions, and the data tend to support the thesis that predictive abstracting is a function of leadership.

"But there is probably a good deal of truth in Macaulay's observation on the popular Charles II's habit of walking unguarded in the Park before breakfast: 'The common people love to see the great unbend'."

from "*Joint Consultation in British Industry*"—Staples Press

Across the Editor's Desk

Gleanings by Dorothy Bonnell

Attending the Conferences and Courses

PLANNED TO BRING MANAGERS AND STAFF SPECIALISTS UP-TO-DATE ON RESEARCH findings in personnel management, the *first annual conference on research developments in personnel management* was held June 7 and 8 on the UCLA campus, Los Angeles. The conference was sponsored by the Institute of Industrial Relations, Graduate School of Business Administration, of the University of California, and the Personnel and Industrial Relations Association of Los Angeles. Dale Yoder, director, Industrial Relations Center, University of Minnesota, spoke on research and the future of personnel management. Harrison G. Gouch, associate professor of psychology, University of California, Berkeley, spoke on imagination—undeveloped resource. Automation's impact on future personnel policies was described by Ralph R. Canter, associate social scientist, The Rand Corporation. Abbot Kaplan, associate director, Institute of Industrial Relations, University of California, Los Angeles, talked about liberal education in a business civilization. Other topics considered by the conference included: Newer applications of group creative thinking; Employee opinion research in management decision-making; Sensitivity training—useful implement in developing leaders; Current techniques for wage and salary surveys; Gaining acceptance for personnel research; Personnel management under a labor agreement; How good is psychological testing? Changing personnel practices in the smaller organization; Anticipating the government's role in the American economy; Progress in public personnel research; Legal influences on personnel management and industrial relations.

THE HEALTH OF AN AGING POPULATION was the subject for the *University of Michigan 8th Annual Conference on the Aging*. According to a statement made in the conference announcement, health for the aging extends far beyond the efforts of any one profession or citizen group. Diagnostic, preventive, and restorative medical services are of basic importance. But equally fundamental are such things as adequate health facilities, suitable housing, opportunities for occupational and diversional activity, a positive attitude toward aging, and freedom from financial worry. In addition, accelerated programs of research and professional training are urgently needed to insure the soundest possible development of further health services for older people. General sessions at the conference dealt with topics and issues of interest to all concerned with the well-being of older citizens. Workshops offered professional workers and community groups the opportunity to discuss methods for planning, developing, and integrating specific kinds of medical and social services. Demonstrations were arranged of interest to physicians, public health personnel, nurses, occupational and physical therapists, medical social workers. Seminars for biological and psycho-social research workers, medical educators, and representatives of other sciences concerned with gerontology were planned as a special feature of the program to consider "Research in Health and the Aging Process," "Undergraduate and Graduate Training in Geriatric Medicine", and "Professional Training in Gerontology." Clinics for physicians were arranged by the University of Michigan Medical School.

THE AMERICAN MANAGEMENT ASSOCIATION has announced the program for the fifth year of the *AMA Management Course*. The summer program is held on the campus of Colgate University at Hamilton, New York. Other sessions are held in the Sheraton-Astor Hotel in New York City. The AMA Management Course consists of four one-week units of instruction in the basic principles, skills and tools of management. The curriculum is a distillation of practical operating experience, which represents a fundamental body of management principles. The course has been designed with the needs of today's busy executive in mind. This recognition is reflected in course

content, in its instructional approach, and in the schedule which permits registrants to take the four units of instruction over a period of twelve months. Instruction stresses practical application, linking theory to case examples in a program whose objective is to make the executive more effective on his present job and prepare him for greater responsibilities. The fee for the course is \$750. This includes tuition course materials, daily luncheons and enrollment for one year as an individual member in AMA. Further information may be obtained from Course Registrar, American Management Association, 1515 Broadway, New York 36, N. Y.

With the Local Personnel Associations

BOB GRAY, DIRECTOR OF THE INDUSTRIAL SECTION of California Institute of Technology, spoke on "Are Our Benefit Plans Beneficial" at the June meeting of the *Personnel and Industrial Relations Association of Los Angeles*. A gross product of \$535 billion by 1965, an increase of 40%, was predicted by Dr. George H. Hildebrand, professor of economics and acting director of the Institute of Industrial Relations at UCLA, when he addressed the May meeting of the association. Dr. Hildebrand in his talk, "Probable Personnel Problems in the Next Ten Years," said he believes that working hours per year in industry will be likely to drop by about 200. He based his predictions on current trends. Physical productivity for industrial workers should rise about 2.5 percent each year, he believes, and wages should be about 25 percent higher by 1966.

"We have not eliminated recessions from the American economy," he said, "though we have the means for preventing a recurrence of the great depression of the thirties." Collective bargaining is likely to spread into small communities and white collar occupations. The drive for job and

income security will be intensified. Automation will create special problems of retraining older workers and demands for layoff and severance pay. Many firms will have to learn how to live with unionism. If times remain prosperous, the unions are more likely to follow a policy of acceptance and control of new machines rather than obstruction. Personnel departments will be faced with creating new job structures in new firms and industries, he said. There will be problems of obtaining adequate technical and skilled personnel. Attention will have to be given to problems of displacement of older workers. And it will also be necessary to learn to use the instrument of collective bargaining to meet these problems.

THE NORTHERN CALIFORNIA TRAINING DIRECTORS' ASSOCIATION heard Ian Ferguson, assistant to the president in charge of personnel at Western Pacific, tell the Western Pacific story at a recent meeting. He said that Western Pacific has 277 officers and approximately 5,000 employees operating a system from San Francisco to Salt Lake City. This division of people is the

legal one, so designated by ICC. But according to Mr. Ferguson it would be better classification to say, "We have 277 personnel managers and 5,000 operating employees." And the 277 personnel managers are guided by the top ten, including the President, several Veeps, Chief Engineers, a couple of other Chief Assistants-to and Mr. Ferguson. This group of leaders meets regularly. 80% of their deliberations are "personnel." The majority opinions of the personnel committee prevail.

Problem areas seem to be those of most organizations today—how to attract and hold qualified people. The old problems of seniority, inequities that arise through human relations, inadequate structures and rules for adjustments have plagued Western Pacific. To start work on the problems was a formidable task but in 1949, with a change in the top management, a Personnel Resources Inventory was used. 3200 persons were canvassed—800 returns were received. Analysis and evaluation took two years before a program was formulated that would satisfy the basic needs for effecting change. The president was selected, picked by the Board with the counsel of a consulting firm. From that point on, others were selected by the gradually expanding "Personnel Committee." And the committee has studied every one of the 277 positions with regard to need and fitness. Three factors are involved: required knowledge to do the job, ability to make decisions, and possibility of meeting all the responsibilities involved in the position.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION has improved the format and contents of its *Bulletin*. The new look is most becoming. New officers of the association are: Gordon C. Jermyn, president; Robert M. Crooks, vice president; Franklin H. Beardsley, vice president; Jessie L. Morrow, secretary; and Edward J. Palkot, treasurer. Organized labor's goals for 1956 were appraised by Elmer Walker of IAM,

Office Employees' Union President Howard Coughlin, and Hiram S. Hall at the May meeting.

As the discussion developed it became apparent that there was to be a presentation of ideas and not necessarily a debate on any crucial issues. Mr. Coughlin's remarks were generally concerned with the position of the white collar worker, who, he pointed out, comprised 37% of the employed civilian labor force in 1950. Elmer Walker made it clear that he was enlarging the discussion topic to include labor union objectives and objections in 1956, with a considerable portion of his remarks directed toward the Taft-Hartley Act. Hiram Hall pointed out the better relative position of the American worker today and saw little chance of revising Taft-Hartley this year.

In outlining the growth of the white collar force, Mr. Coughlin claimed that it has been slipping down the economic ladder. From a \$7 advantage in the year 1929, the University of Chicago survey found that the white collar class dropped to an average \$3 disadvantage, as compared with manual workers in 1953.

"While it is true," he said, "that economic reasons are the major factors for the unionization of white collar workers, these reasons are not always present. In certain instances economic reasons are totally absent. . . . Recognition, proper supervision and the pat on the back are many times strangely absent. Too often he finds himself by-passed when seeking a promotion. In many cases he is by-passed without good reason. Favoritism, and sometimes nepotism, is the order of the day in certain companies."

Taft-Hartley's provision for more restrictive state limitations on the union shop came under Mr. Walker's fire. The Railway Labor Act, he pointed out, provided that the Federal Law shall prevail over the state law and the same rationale has not been applied in the newer legislation which provides for more restrictive

state laws to take precedence over the federal.

Hiram Hall came armed with statistics to show that the American worker never had it so good. He detailed the total and the real wage increase for the years 1950 through 1955. Looking at the merger, he sees little effect on 1956 activities with the machinery not yet effective enough to take care of the jurisdictional problems. With the stronger unions enveloping the weaker ones, he sees some 190 national unions being reduced to 40 or 50 in the next ten years.

STRONG EXCEPTION TO FOUR FUNDAMENTAL FEATURES OF THE FINAL REPORT OF THE U. S. SENATE SUBCOMMITTEE ON WELFARE AND PENSION FUNDS was registered by the *Commerce and Industry Association*. Careful study of the report by the Association's Special Committee on Welfare and Pension Fund Legislation revealed a number of things seriously wrong with the report, according to Thomas Jefferson Miley, executive vice president of the Association. Certain of the basic findings, he said, are deemed erroneous "and the conclusions drawn are unsound and cannot be supported by any realistic appraisal of the factual evidence respecting welfare fund administration." In line with the Association's

consistent stand that the individual states, rather than the Federal government, are best equipped to cope with and root out abusive practices, Mr. Miley suggested that Senator Hill's committee, in its consideration of the subcommittee report, take careful note of the comprehensive program of state supervision over collectively-bargained jointly-administered welfare and pension funds recently signed into law in New York State by Governor Harriman which, he indicated, "graphically demonstrates how the states can effectively meet the problem." The Association objected to the fact that the proposed coverage of the recommended Federal disclosure program extends far beyond the area requiring governmental attention to safeguard the interests of employee beneficiaries. The Association also feels that "we must take vigorous exception to the doctrine repeatedly enunciated in the report that welfare benefits for all practical purposes may be regarded as synonymous with wages." The report, said Miley, is replete with critical comments respecting so-called level-of-benefit programs, and it fails to recognize the very real and reasonably immediate potential for effective remedial programs by the states. Further information may be obtained from the Commerce and Industry Association of New York, Inc., 99 Church St., New York 7, N. Y.

People in Personnel

DAVID J. CROMBIE has been named vice president in charge of personnel and industrial relations for Underwood Corporation, it has been announced by Fred M. Farwell, president. Formerly manufacturing vice president, Mr. Crombie has served as an engineer, personnel assistant and assistant works manager since joining Underwood as a mail clerk in 1929. He will be responsible for all phases of personnel management, employee training, executive development and labor relations.

MAE D. AUCELLO, director of advertising and public relations for Suburban Propane Gas Corporation, Whippany, N. J., has been elected president of the House Magazine Institute, an association of about 250 editors of magazines published by companies in and around New York. Miss Aucello, editor of her company's employee publication, *SuburbaNews*, is Eastern Area Director of the International Council of Industrial Editors, and is a member of the Board of Directors of the New York League

of Business and Professional Women. She has been a vice president of the House Magazine Institute and on its Board of Governors. Newly elected vice president of the Institute is Donald Kingsley, General Foods, White Plains, New York, who edits *G.F. News*. James M. Hartley, editor of *Thirty-three* for the Hanover Bank, New York, was re-elected secretary. Edna M. Gagne, associate editor for Consolidated Edison's *Around the System*, is treasurer.

ANDREW A. DALY, project manager for the International Business Machines Corporation, Kingston, New York, was elected president of the American Society

of Training Directors at the Society's annual convention held recently in New York City. Other newly elected officers are Anthony L. Franzolio, Tempco Aircraft Corporation, Dallas, secretary-treasurer; Robert Burr, Pittsburgh Plate Glass Company, Pittsburgh, vice-president Region 1; Max H. Forester, International Mineral and Chemical Company, Chicago, vice-president Region 2; Fred M. Wilbur, Jr., U. S. Steel Corporation, Dallas, vice president region 3; Frances M. Kidd, Radio Valve Company Ltd., Toronto, Canada, vice president region 4; and Winston M. Crawford, U. S. Steel Corporation, Provo, Utah, vice president, region 5.

What's New in Publications

THREE-FOURTHS OF AMERICAN BUSINESS EXECUTIVES in the "middle management" category received raises last year, according to the American Management Association's fifth annual survey of middle management compensation. The study, just released to subscribers, covers the compensation paid last year in 33 different industries to more than 20,000 executives in middle management jobs (those between the policy-making level and that of general foreman or first-line supervisor). The average executive on this level was paid \$11,347 last year—an over-all increase of approximately five percent over the previous year.

Thirty-five percent of all the raises granted amounted to between five percent and nine percent of salary and were given for reasons of merit. There was no particular pattern of variation in salary increases as between positions; however, the reason cited for the raise—whether for merit, because of a promotion, or as part of a general increase—did affect the amount.

Middle management is as likely as top management to receive extra compensation in the form of bonuses, the survey indicates. Bonuses were given to 47.8 percent

of those covered in the study, approximately the same percentage as was shown in the association's last survey of top management compensation.

In small companies middle management salaries usually range from \$5,000 to \$14,000, while in large companies they may go as high as \$30,000 a year. The ceiling, according to the report, seems to be determined by company sales and profits; the floor, by legislation and union contracts.

Other factors affecting salary are specific to the position, the study shows. For example, the salary of a plant manager tends to be correlated with the production volume of his plant, and the salary of a labor relations executive is related to the number of union contracts he negotiates.

In a special section of the study, published this year for the first time, the association reports that 7.5 percent of the executives included in the survey changed jobs last year. In addition, 2.2 percent of the positions covered were eliminated entirely during that period. Surveys of middle management compensation are conducted each year by the American Management Association's Executive Compensation Service

under the direction of Dean H. Rosensteel. The Association is located at 1515 Broadway, New York 36, N. Y.

THE TENTH ANNIVERSARY issue of *Quotes Ending*, a monthly information letter published by the Robert D. Breth Organization, Philadelphia, management consultants, takes a long and comprehensive look at the last decade of industrial editing. Some of the conclusions reported in the newsletter include the following: President Fred Foy of Koppers Company, Inc., and his editor, Bob Harper, feel that "in the past ten years many industrial editors have come to realize that management's reluctance to tell labor and other employee groups the facts about many of its activities and problems is dead wrong." Today, they advocate the dissemination of more such information and assign the industrial editor a leading role in doing so.

Vice president Hugh Hoffman of Opinion Research Corporation points to growth in the use of all media generally, and employee publications in particular, as attesting "to the importance being attached to communications today as compared to the mid-Forties." He further states: "In 1947 a nationwide survey showed that slightly more than half of the large companies were publishing a magazine or newspaper for employees. A similar survey this year indicated that 80% of such companies now use at least one employee publication."

William J. Cadigan, publications director of the New England Electric System and retiring president of the International Council of Industrial Editors, has this to say: "In the last ten years industrial editors have recorded notable progress in editorial and mechanical techniques. . . . Today, on the able industrial editor's horizon are four targets: development of a topflight publication: expansion into broader fields as publications director or manager of communications; promotion to something like

chief corporate writer; progression into allied fields."

Clement E. Trout, head of the department of technical journalism, Oklahoma A. and M., states: "Industrial editing has established its place in industry and has reached a high degree of maturity after ten years of amazing progress. It is an essential medium in the 'telling' about itself which is giving American industry social responsibility and self control in the public interest. This is the 'conscience' of business, the newer conception of 'public relations' which has become generally recognized and accepted during the past few years."

LABOR POLICIES AND PRACTICES OF AMERICAN CONSTRUCTION COMPANIES IN AUSTRALIA are described in an article by W. J. Byrt, industrial services division, Department of Labor and National Services, which appears in the *Personnel Practice Bulletin* for March. The *Bulletin* is published by the Commonwealth of Australia Department of Labor and National Service. Mr. Byrt explains that since the end of the war a number of large-scale construction jobs have been carried out in Australia by American companies. The experiences of these organizations have been varied as regards both results and the problems encountered. In general, however, it can be said that during a period of rising costs and shortages of labor and materials they completed large and complex projects by, or reasonably close to, target dates and approximately for the cost stipulated.

In general, Byrt found that the wage rates paid by the construction companies were probably higher than the rates being offered for roughly comparable work by Australian organizations. This was due to the fact that the jobs were often in remote locations; the companies were accustomed to operating in a high-wage economy; on large construction jobs labor costs may not be as important, relatively, as other

costs. Although the companies paid high wages they demanded value for their money.

Before coming to Australia, and on arrival, key executives prepared themselves to deal with industrial relations problems by studying local labor conditions, by holding discussions with union officials, and by hiring Australian industrial officers. The industrial relations methods of each of the companies were marked by flexibility. Executives of these companies, says Byrrt, considered the gap between management and labor to be very wide in Australia, and sought to narrow it by constant contact with both union officials and workers.

THE DEPARTMENT OF PERSONNEL AND INDUSTRIAL RELATIONS OF THE UNIVERSITY OF DENVER has been publishing an industrial relations newsletter four times a year.

Looking Over the Employee Magazines

THE FRANK H. FLEER CORPORATION publishes a lively magazine called *Fleer Flashes*. In the June number Eleanor M. McLaughlin, the editor, uses cartoons on a two-page spread to show how things would be if machines acted like people. Ever see a typewriter get jealous, or a lathe lose its temper? she asks. Probably not, but if machines acted like humans, here's how they might affect our business: (titles and text for the four cartoons) *Missing Micky*. The men in our Mixing Room were all ready to start work, but as usual, Missing Micky, the mixer, was absent. Seems he stayed out too late last night and just couldn't get to work today. Naturally, with one mixer not operating, our plant produced thousands of pieces less than our daily output of Dubble Bubble today. *Jealous Julia*. Jealous Julia was angry because another typewriter got a new desk before she did. It didn't make any difference that her old desk was only a few years old and worked perfectly. Julia wanted a

This newsletter, which is mimeographed and stapled, has run some forty to fifty pages in length. With the publication of the spring issue, Harry Seligson, director of the department, announced that the newsletter would be discontinued in favor of a more ambitious *Quarterly Journal*. The final issue of the old newsletter is devoted to the publication of a study on "Security through Private Guaranteed Wage and Supplementary Unemployment Insurance Benefit Plans" by J. D. Wickenden. He concludes that in some industries a guaranteed wage system will definitely stimulate management to think more economically and logically when arranging production schedules, thus eliminating wasteful idleness. Seasonality, however, is not preventable in all industries and so it is impractical to think of guaranteed wage plans for all.

new desk and she was going to pout until she got one. What if Miss Brown had a lot of letters to go out . . . she wanted a new desk! *Lazy Leopold* is the slothful type of broom. Whenever he's needed to do a job, his favorite words are, "What, me again? I did it last time. Can't you get someone else to do that work? Every time there's a dirty job to do you pick on me. I was just getting comfortable." *Grumpy Geoffrey*. Grumpy Geoffrey got up on the wrong side of the work bench this morning. Someone forgot to turn off his power last night before quitting time, so he ran all night. Well, just let them try to get him to work today. He'd show them. . . .

THE HARDWARE MUTUAL CASUALTY COMPANY, Stevens Point, Wisconsin, has an unusually attractive magazine, *The Notecaster*. Publications editor Robert R. Williams was kind enough to write us about a special feature that will be of interest to many other editors. He says, "Must read-

ing for members of our publications department is your "Looking Over the Employee Magazines" department. We have borrowed a number of good ideas from other companies through this medium and think we might have one to pass on in our "How Our People Live" series. We are using this newly initiated vehicle to tell and to retell the story of our company's employee benefits."

He goes on to explain that the cover feature for the April *Notecaster* was the first attempt in the series. "Already Field office response from our personnel managers shows that we have scored a hit," he says. "So, while this article is devoted to the young married family, we are going to hop on to similar type articles about the single girl employee, the married woman, and the retired employee in Florida." The article is one no one could resist reading. Amply illustrated with photographs showing the home life of a young employee, his wife, and three little girls, the article gives intimate details of their daily life, with convincing evidence of the helpfulness of the company's benefits program.

Williams writes that the basic idea was borrowed from the Ladies Home Journal, after some members of the department discovered that their wives turned first in the Journal to the article on "How Young America Lives." The reason was because the articles were about families with the same problems, successes and failures, budgets, philosophies and dreams, as they had. Then too, the stories got into some pretty intimate stuff . . . the type that the gals don't even talk about over the back fence.

"We have been searching for a palatable continuous presentation of our benefits program. Why not talk about people having "too many children too fast" and tie it in with our hospitalization insurance? When Gene Haskins (the subject of the article) looks to his Hardware Group Life as 'a healthy slug of my insurance program—the cheapest life insurance I can buy'

and then talks about a total \$30,000 program, it's good advertising for our benefits. And he refers to our Credit Union as 'our guardian angel with its 3-6% interest rates—we saved the money for our house down payment in that Credit Union'—that, too, is good publicity for our benefits."

Williams reports that to do the story a writer-photographer team was assigned to the Haskins family for two complete days. A list of 30-40 questions had been made up to help guide the conversations. The assignment resulted in well over a hundred photographs and thousands of words of notes. The subject of the article was deliberately chosen as being quite average, without any background of spectacular success, failure, tragedy or triumph.

Williams concludes that "We think we have succeeded in getting an intimate, wide-screen look at one of our Hardware families. And we are quite sure that we have interested a number of our 4000 employees and their families in the Haskins of Appleton, Wisconsin. Incidentally, we are sure that these readers have become a bit more acquainted with our employee benefits programs." Congratulations to the editor, Bob Williams, and the publications manager, Bill Ellis, on a good idea, well executed, and thanks for sharing it.

THE CHAMPION PAPER AND FIBRE COMPANY has an unusual article in the April *Log*. Titled, "If It's Worth Doing . . .", the sub-heading reads, "the examples we set in our daily work are not lost on our children." A series of photographs shows employees on the job, and then at home, conducting similar operations with their children. For instance, research physicist George Munro is pictured in his laboratory on the job, and again at home with his son in their amateur lab. Another caption: "seven-year-old Sharon Teague probably doesn't realize it, but she and her dad, Sam,

have a lot in common when it comes to work. Whether it's baking a cake (as she is in the picture) or furnishing a beater, the ingredients must be measured carefully. Sam's good work habits at the Ohio Division will begin to influence 10-month old Mark soon, too, judging from the boy's bright appearance." The article quotes Norm Stafford, employment supervisor at the Ohio Division, "We figure that nine times out of ten, the son or daughter of a valued employee will also make a valuable person at Champion. An individual with maybe 20 years' time service, having a good record, few unexplained absences, and a reputation for getting along with the folks in his department, will probably have a youngster who'll be the same way." The author concludes that it's not far-fetched to think of your youngster's future at the same time that you think of your job performance. That extra push you give, day by day, may mean a lot to your son or daughter, not to mention what it could mean to you. You've got to show 'em that what's worth doing is worth doing well. Stewart Jones is the editor of the *Log*, published at Hamilton, Ohio.

THE ENGINEERING DEPARTMENT, E. I. DU PONT DE NEMOURS AND Co., Wilmington, gives a graphic annual report in the April *Engineering News*. A two-page spread pictures four employees holding money bags bearing per cent figures. Salesman George Grossman represents suppliers, showing that 35% of the Du Pont dollar went to them; Alan King represents employees who got 27% of the dollar; George Glenn, Jr., of the Tax Division, claims that 17% of the dollar went for taxes, and Peg Daniels, secretary in Construction, and one of the more than 159,000 owners of Du Pont stock, shows that they got 10%. Depreciation and obsolescence, and business needs are not pictured. The article is subtitled, "Good News." "This year's annual report made news . . . and the news is good. During

1955, in the words of the report, Du Pont experienced a high level of business activity. Sales were the highest in company history. Earnings per share of common stock rose to a record high." Andrew W. Ballentine is the editor.

If a man has a talent and cannot use it, he has failed. If he has a talent and uses only half of it, he has partly failed. If he has a talent and learns somehow to use the whole of it, he has gloriously succeeded, and won a satisfaction and a triumph few men ever know.

Thomas Wolfe
"The Web and the Rock"

POSITIONS WANTED

(Continued from page 160)

PERSONNEL MANAGEMENT: Veteran, age 27, College Graduate B.A. Currently attending Graduate School, Major Personnel Administration-Business Management. Three years military experience Administration, Logistics, Technical. Presently employed two years, Personnel and Salary Administration. Anxious to develop in Employment, Employee Relations, Personnel activities. Commuting distance NYC. Resume upon request. Reply Box 457.

PERSONNEL-LABOR RELATIONS: College graduate, 33 years old, ex-naval officer with 9 years management experience in personnel practices, techniques, safety, security, training, labor relations and some wage and salary at both basic steel plant and durable goods manufacturer's executive offices—desires position with challenge and growth potential. Like to deal with unions. Present salary \$8,000. Reply Box 458.

PERSONNEL ASSISTANT: In medium-sized or small company, 4 years experience as Personnel Administrator, 1 year experience in Personnel Research. B.S. Ind. Psys., M.A. Ind. Relations. Age 27, Married. Veteran. Reply Box 459.

PERSONNEL DIRECTOR OR ASSISTANT: Several years experience in top staff position supervising all personnel and labor relations for small corporation. Desire position offering more potential. Degree and one year of graduate study in business administration. Age 34. Present employer knows of this advertisement. Reply Box 465.

HELP WANTED

PERSONNEL CONSULTANT: For the permanent staff of one of the oldest management consulting firms—charter member of Association of Consulting Management Engineers. 28—33. College degree. Graduate work desirable. Demonstrated growth in responsibilities and knowledge in one or more of the following—organization of personnel activities; executive compensation; wage and salary administration; training and management development. This opportunity will be a challenge and stimulation to the person who enjoys the problem-solving aspects of complex business situations. Salary to \$12,000. Location New York City. Reply Box 442.

WAGE & SALARY ANALYST: (Foreign Employment) Masters degree in Psychology or Industrial Relations plus minimum 8 years' broad responsible work experience in industrial wage and salary administration. Substantial portion of experience must be in developmental work. To assist in developing wage and salary policies, procedures and methods. Must be capable of presenting and securing acceptance of recommendations. For MAJOR OIL COMPANY with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include telephone number. Reply Box 453.

WAGE AND SALARY ADMINISTRATOR: For large financial institution. Job evaluation and some salaried interviewing experience essential. Will administer salary reviews, make job studies, prepare survey data. Cleveland area resident preferred. For confidential consideration, write Box 460.

POSITIONS WANTED

PERSONNEL DIRECTOR OR ASSISTANT: 16 years experience in personnel and training with organizations of 500 to 5,000 employees. Recent Industrial Psychology degree. Presently employed in engineering research and developing company; responsible for apprenticeship, supervisory development, on-the-job training, co op engineering and college recruiting programs; and nationwide recruitment of scientific, technical and skilled personnel. Prefer West or Southwest. Box 394.

DIRECTOR PERSONNEL-INDUSTRIAL RELATIONS: Personable and qualified—13 years experience in Personnel Administration. Past 5 years top-level position supervising well-rounded personnel program. Specialist in union contract negotiation-administration, and formal salary administration. Age 43—married—up-to-date college credits in industrial relations. South preferred. Reply Box 426.

PERSONNEL DIRECTOR: Broad experience in planning, policy making and working in harmonious relationship with top flight management in formulating and directing personnel service. Sixteen years mature service in personnel field, labor relations, recruitment and employment, wage administration, employee insurance, recreation and records. College degree. Resume upon request. Reply Box 432.

INDUSTRIAL RELATIONS: Employed, mature, married, college graduate desires to relocate in East. 14 years experience in all phases of industrial relations. Reply Box 433.

ASSISTANT TO PERSONNEL MANAGER: Master's Degree; two years experience in employment office; \$350. per mo. Reply Box 438.

PERSONNEL: Six years experience as Personnel Manager with plant employing 800. Recently set up personnel department in newly completed southern aluminum plant. College graduate. Majored in Personnel and Sales Administration. Age 31. Will relocate. Reply Box 444.

DIRECTOR INDUSTRIAL & PERSONNEL RELATIONS: Excellent training and experience in personnel administration, labor relations, executive recruitment and training, wage and salary administration, labor law, organization planning and policies. Thirteen years experience plus graduate study and college teaching experience. Resume upon request. Reply Box 448.

TRAINING OR INDUSTRIAL RELATIONS ASSISTANT: 6 years broad experience in teaching, methods analysis, budget development, administrative staff work, and training administration. 2-1/2 years as training director for a federal government bureau, 1200 employees, 3 field offices. Bright future in government but prefer to change to private industry. Midwest or Rocky Mountains. Presently earning \$73.00. M. Age 29—veteran—family. Reply Box 449.

INDUSTRIAL RELATIONS TRAINEE: Would like work in area of personnel leading into labor relations. BS Personnel and Industrial Relations—1955. Extremely desirous of progressing in this field. One year in sales. 28 years. Married. 2 children. Reply Box 451.

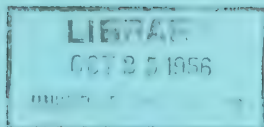
MUST RELOCATE SOUTH OR SOUTHWEST—young man, 30, college graduate—7 years successful experience in: personnel, public relations, training director, Chamber of Commerce Manager, recipient national publicity and honors, capable speaker and writer. Reply Box 454.

PERSONNEL ADMINISTRATION: B.A., M.A., Legal education; active in real estate and security market. Age 30. Ambition for high level position. Resume available. Prefer East. Reply Box 455.

PERSONNEL MANAGER OR ASSISTANT: Well rounded office personnel administrator with specialization in wage and salary administration and employment supervision in two companies, one large, one small. Eleven years experience. 39 years. Desire \$9,000—\$9,500. Reply Box 456.

(Continued on page 159)

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.



PERSONNEL JOURNAL



October, 1956

Volume 35 Number 5

Developing Participation:
Some Fundamental Forces
Eugene Emerson Jennings

Imperial Chemical Industries'
Salary Scheme

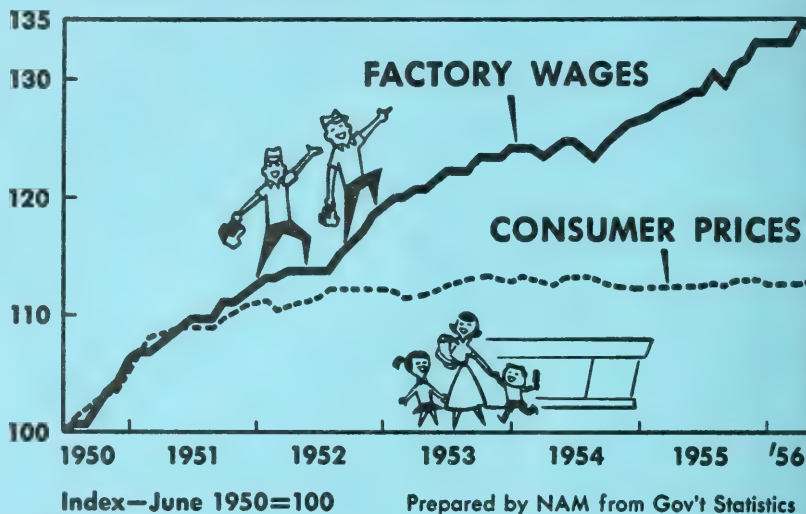
Fringe (Plus-Wage) Benefits
R. H. Hoge

The Bethel Way of
Acquiring Group Skills
Edward N. Hay

Executive Development Started
With Conference Leadership
Michael G. Blansfield

As You Were Saying—
Rita Reed
George Sugarman
and others

FACTORY WAGES OUTRUN PRICES



If your people have the impression that their wages have been lagging behind the cost of living, the facts should dispel it. Government statistics show that for every dollar of increase in the cost of living since the start of the Korean war, the wages of factory workers went up \$2.67. Since the middle of 1952 the increasing spread between the hourly pay of plant workers and the cost of goods and services they buy has been little short of phenomenal.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

Conference Calendar

OCTOBER

- 14-18 Palm Springs, Calif. El Mirador Hotel
Merchants & Manufacturers Association. 14th Annual Management Conference. M&M Assn. 2nd Floor, 725 South Spring Street, Los Angeles 14, Calif.
- 16-18 Berkeley, Calif. Claremont Hotel
California Personnel Management Association. Annual Fall Conference. CPMA, 2180 Milvia Street, Berkeley 4, Calif.
- 25-26 New York, N. Y. Hotel Commodore
Council on Employee Benefit Plans. Annual Conference. Robert W. Mull, Chairman, Box 64, Wyomissing, Pa.
- 29-30 Chicago, Ill. Drake Hotel
National Association of Suggestion Systems. Annual Convention. W. A. Harris, Program Chairman, International Business Machines Corp., Endicott, New York.

NOVEMBER

- 1-2 Portland, Oregon. Multnomah Hotel
Pacific Northwest Personnel Management Association. Annual Conference. Earl P. Johnson, Secretary-Treasurer, PNPMA, c/o Frederick & Nelson, Seattle 11, Wash.
- 1-2 Austin, Texas. University of Texas
Texas Personnel & Management Association. 18th Annual Conference. Norris A. Hiatt, Exec. Secretary, Texas Personnel & Management Association, University Station, Austin, Texas
- 8-9 Cleveland, Ohio. Hotel Cleveland
Council of Profit Sharing Industries. Annual Conference. Council of Profit Sharing Industries, 337 West Madison St., Chicago
- 15 St. Louis, Mo. The Chase-Park Plaza
National Industrial Conference Board Inc. General Session. NICB, Inc., 460 Park Avenue, New York 22, N. Y.
- 29-30 New York, N. Y. Hotel Statler
Society for Advancement of Management Inc. Operations Research Conference, SAM, 74 Fifth Ave., New York 11, N. Y.
- 29-30 New York, N. Y. Biltmore Hotel
American Management Association. Special Personnel (Supervision), James M. Black, Div. Mgr. AMA, 1515 Broadway, Times Square, New York 36, N. Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

WE HEAR A LOT ABOUT "WORKING WITH PEOPLE" and "social skills" and their importance in business today. There are many niceties in dealing with people that come naturally to some people and are acquired "the hard way" by most of us. These small "social lubricants" contribute a great deal to the smoothness and pleasure with which a day's work can be accomplished. I envy those people to whom these little niceties of human communication come easily for I am rather impersonal and logical. It was very startling, therefore, to observe in my grandson the first evidences of the super-salesman. Jeffy Smith is all of three and one-half, which isn't an age at which one would expect a high development of social skills. The other day he was conversing with his grandmother, our assistant editor, and she told him of some kind action of one of her friends. Jeff's reaction was prompt and soothing. "That's nice", he remarked in the best conversational manner.

PERSONNEL PROVERB

"A businessman's sins are labor leaders' virtues—for example political contributions."

WHEN I HAVE BEEN IN OR NEAR DETROIT in recent years I have sometimes caught Guy Nunn, a radio commentator for United Automobile Workers. He has a rabble-rousing style which is sometimes alarming. The Philadelphia Chamber of Commerce News for June 28th carried the following item about one of Mr. Nunn's recent problems: "One of radio's most virulent inveighors against management and the existing economic order is Guy Nunn, commentator for the United Automobile Workers. Now, although he is an employee of the UAW and a member of the American Newspaper Guild, he is being pressured by the Detroit Chapter of the American Feder-

ation of Radio and Television Artists to join this union, too, to pay dues plus a \$100 initiation fee. Mr. Nunn has been very vocal in protesting bitterly his resentment against the suggestion that he pay this additional tribute. Listen to him sometime." The short paragraph appeared under the appropriate heading: "Biter Bitten".

Anyone who travels a lot, as I do, spends many hours each month on airplanes. This requires also the consumption of many airplane meals and brings about a sensitivity to the qualities of the culinary skills at work for different airlines. At the risk of disappointing some good friends, I must acknowledge a preference for United Airlines meals. However, American Airlines have a gimmick that is much appreciated. This is a buttonhole in the corner of the napkin which, by the way, is cloth and not paper. The occasional bouncing that is inevitable in an airplane causes occasional distribution of food in the wrong places. There is nothing like a napkin to serve as a substitute for what used to be called a "Hoover Bib"—a catch-all. With an American Airlines buttonhole you can be sure that your "bib" is always in place.

"ADMINISTRATIVE SCIENCE QUARTERLY" is the impressive title of a new publication, the first issue of which appeared in June. It is published by the Graduate School of Business and Public Administration of Cornell, of which Dr. Edward H. Litchfield has until recently been Dean. He is now Chancellor of the University of Pittsburgh.

Dr. Litchfield has a phrase which comes more closely than anything else in the Journal to expressing its purpose, which he says is to "bring us a little closer to a working theory of the nature of the administrative process. I do not believe we have such a theory today".

The editor of the new Journal is James

D. Thompson, of whom I should like to know more. It would appear that the Journal is addressed to students rather than to practitioners of administration. This impression is gained not only from the sorts of things which appear in the Journal but from the fact that the contributors are all academic people and the editorial board, with one exception, are similarly from professorial ranks. Perhaps this is only the consequence of its origin in the academic halls.

Mr. Clyde T. Foster, president of the Standard Oil Company (Ohio) remarked in a conversation we had recently that he thought there was perhaps 5% of science in administration but that it required the 95% of art to apply the 5% of science effectively. Successful practitioners of administration—in business, government, church and defense—must join with professional theorists in an attempt to move the balance in administration from art towards science and this is going to require much practical first-hand material, as well as plenty of good thinking and observation on the part of theorists. This suggests close collaboration with practical administrators in order to draw on the only original sources of living material. It behooves every worker in the field of personnel administration to follow this ambitious and important effort toward making more explicit and understandable those crucial processes which we call administration.

As a matter of fact, administration is in reality a complex system of abstractions, all of which are put into effect through people. The successful administrator is a person of high intellectual attainments, who has resources in many fields of knowledge and who has the capacity to draw simultaneously on many such sources for wise application at the proper moment, and one who is, above all, skilled in people relations. He is a person who thinks in principles rather than in rules and who operates as much with feeling-judgment as

with thinking-judgment. Consequently, there is some doubt whether there is ever going to be much science in administration—unless we permit ourselves to define administration as something which covers *all* of the sciences which treat of people and their relationships.

PERSONNEL PROVERB

"You can never trust a man in a matter which crosses his self-interest."

—Fred Smith, *Consultant*

"WHY CAN THE SOVIET UNION TURN OUT MORE ENGINEERS and scientists than the United States?" Following a visit to Russia, Swedish Premier Tage Erlander was asked that question, according to an Associated Press story recently. His answer was that the Russians have a better way of teaching mathematics in the grade and prep schools. He was impressed by amazing short-cut methods which he saw in action in Russian schools. He said the Russians have eliminated most of the boring exercises and start at an early stage teaching the children how to think in mathematical abstracts. "As a result, Russian children are far more advanced in higher mathematics after ten years in public school than most high school students in the west. "This", he added, "is the way the Russians create that broad recruiting basis for their universities, which may one day enable the Soviet Union to challenge the scientific and technological supremacy of the West."

In concluding he remarked, "As for teaching of the humanities, I think we should stick to our own way, since the Soviet way might well be a road to cultural impoverishment."

THE PLIGHT OF PEOPLE OVER 45 who have to find new jobs, often for reasons beyond their control, is becoming increasingly serious. I don't know that anti-age-discrimination laws, already in effect in

several states, are the best solution of the problem but I am sure that a solution has to be found somehow. Maybe today's "miracle drugs" and vitamin tablets are responsible; whatever the reason, it is a fact that at the turn of the century there were only about 13,500,000 people over 45 years old, while now it is estimated there are more than 47,000,000 and the number is expected to be 64,000,000 within 20 years more.

Partly because of the difficulty of fitting new middle-aged employees into established pension plans, many employers hire only younger people. Then too, when older workers are hired and have to be retired relatively soon, their pensions are often so meager that the company gets an unjustified bad reputation in its community. So what's the answer? Could a non-contributory retirement plan be made contributory with respect to employees taken on after a certain age, and could the contribution of workers hired after that age be made higher in proportion to salary? Older men expect to pay more for insurance; presumably they would be glad to ante in whatever is required by the pension plan, especially if that means the difference between getting or not getting a desired job. I'll be glad to have readers' thoughts on this.

PERSONNEL PROVERB

"Hindsight is always 20-20."

—Frank Stanton
President CBS

WHILE I WAS IN AN ELEVATOR AT THE SHERATON BLACKSTONE HOTEL in Chicago, an elderly man and his wife got in. The men already in the elevator, two of whom were sitting, stood up and removed their hats. The man, apparently addressing only his wife, made a peppery little speech about

such misdirected chivalry, saying he saw no reason for men removing their hats when ladies entered elevators or stepping aside to permit ladies to leave first! . . . In Winston-Salem last week, one of the elevators in the Reynolds Building where the R. J. Reynolds Tobacco company has their offices displayed this sign: "To conserve space, gentlemen are requested not to remove their hats in this elevator. Those nearest the door, please leave first, either men or women."

PERSONNEL PROVERB

"When you talk about communications, you are communicating."

—Thomas G. Spates

TOM HAD SERVED LOYALLY FOR MANY YEARS and was hurt and disappointed when he didn't receive a salary increase. At last, he gained enough courage to tackle the boss about it, saying "After all, I have had 20 years of experience; isn't that worth a raise?" "No", replied the boss, "you haven't had 20 years of experience; you have had one year's experience 20 times."

This probably would not come under the head of good employee relations, but it does point to a situation which every employer knows exists in a small percentage of his staff. Many employers continue giving increases without much regard to the intrinsic importance and quality of the job performed. Definite salary standards and effective performance rating, plus communication to the employee about his progress or lack of it, would have obviated this situation. Probably Tom would still not have gotten a raise, but he wouldn't have been so unhappy about it.

Ned Hay

Developing Participation: Some Fundamental Forces

By EUGENE EMERSON JENNINGS
Michigan State University, East Lansing

HUMAN relations training in business and industry is becoming increasingly popular and necessary. It is usually offered in a group situation, and ever since Lewin reported the superiority of the discussion method in contrast to the lecture method, great emphasis has been given to trainee participation.

In Lewin's study the objective was to change housewives' entrenched food habits. In some groups the nutritionists used the lecture method and gave an informative account of the possibilities and the ways of preparing the recommended food. In other groups the nutritionists allowed discussion among the housewives while the same information was presented. A follow-up showed that only three per cent of the housewives in the lecture groups served one of the recommended foods in contrast to 32 per cent in the discussion groups. Greater involvement was the deciding factor.

Lewin's studies were conducted during the last war and since then training programs have made participation as important as content. The training director knows the value of the interplay of thoughts and words of the trainees on learning and behavior change as they discuss a provocative problem and decide upon a solution. Involvement through participation helps to overcome many obstacles that otherwise might preclude training. A group of trainees have been known to agree upon a course of action in spite of the fact that their backgrounds, predispositions and attitudes would normally prevent agreement. Why and how does

Participation of the right kind can be tremendously helpful to the training director in working with a group to improve their handling of human relations problems. The value derived from it, however, depends on several "powerful tendencies" which the author describes. This is the third of a series on Today's Group Training Problems.

consensus of opinion occur among a group of trainees who are uniquely different from each other?

Judging by the emphasis many training directors place upon participation, one would think that that is the sole answer. However, there are different kinds and amounts of participation. The unbridled kind is probably less effective than organized and guided participation. The self-oriented kind probably is less satisfying than the problem-oriented. Furthermore, there is no guarantee that participation will stimulate learning.

AMIABILITY NOT ENOUGH

Because of these questions, the current tendency is to go deeper than mere participation and create a climate or atmosphere which leads the trainees to desire to participate. Stress is placed upon a climate wherein personal relationships are pleasant, the air is permeated with tolerance, effort and achievement are recognized, and there is the greatest freedom of expression.

However, these elements, although worthy, are not in themselves basic to a participant-group climate. Creating the right climate calls for a great deal more than good intentions and a general amiability among the trainees. Whenever a group comes together to work on a common undertaking, powerful tendencies, which I shall call theories, are brought into operation and play a decisive role in determining the value of the participation. These "theories" vary in complexity from the simple observation that group behavior and isolated behavior are substantially different, to the profound observation that a psychological unity exists among trainees in perception of and responses to various subject matter.

Creating a climate conducive to participation requires recognizing and organizing the basic tendencies that arise in a group and which, when repressed or allowed unorganized expression, serve to limit both participation and learning. Theories regarding some principles relative to the degree of participation are discussed in this article of the series and will be followed in the next by a discussion of the principles relative to direction of participation.

RELEVANCY OF THE PROBLEM

To begin with, the most elementary theory relates to the relevancy of the training problem. If the human relations problem bears upon the trainees' dominant needs and goals, participation is likely to be greater than if less relevant needs and goals are involved.

This theory is supported by Schacter, who introduced a problem which was relevant to some groups and largely irrelevant to other groups. The differences in participation between the two sets of groups were very striking. In the groups discussing a relevant problem the trainees made larger individual contributions to the discussion and there were fewer prolonged

pauses in the discussion. The conclusion was apparent that when the problem touched upon the needs and goals of the group the tendency to participate was stronger.

TRAINEES SHOULD FEEL NEED

Studies also suggest that unless the trainees have a felt need for training they will not be sensitive to a climate conducive to participation. In my opinion, this theory is commonly disregarded. Many training programs are conducted as if the supervisor, foreman or other trainee has an aroused need for human relations training when he takes a seat in the training room. This is not true. Some time should be devoted to showing the trainees the importance of the subject. At present this is usually done for introduction purposes and is not sufficient to motivate.

Furthermore, it is not uncommon for training programs to be conducted as if the trainees were predisposed to drawing a relationship between the training material and their problems on the job. Bridging this gap is very important in creating relevancy and should be done by the trainees while in the training program. Only a brief association with supervisors and foremen would reveal that many are not sensitive to a need for human relations training. When put through a human relations program they may make a distinction between what is said in the training room and what is practical in the job situation. Many supervisors never see a relationship between the two, or see value in discussing situations with each other.

Another factor that prevents showing the relevancy of the problem is that the trainees are often reluctant to state their needs and fears and anxieties, especially those that have an intimate bearing upon the problem. Unless they can bring themselves to state these relationships, the chances are that they will not be made nor understood. Participation will be limited

to the degree that the trainees perceive the relevancy of the problem.

DIFFERENCES OF OPINION

Participation is likely to increase as differences of opinion are perceived to exist among the trainees. Note what happens when a wedge is driven into a group of people, dividing them into two sides where complete agreement existed before. Participation is not only bound to be more intense but also of a different type. It will be more persuasive than informative, more directed than unled.

In several of my classes I found that participation increased in proportion to the number of conflicting opinions. When only two people were perceived as antagonists, participation was considerably less than when I was able to get another student to interject a different viewpoint. Not only did more students participate who before did not express their views, but the two students who were the original antagonists became more aggressive and emphatic. Instead of the students perceiving only two possible viewpoints they went away thinking about several sides of the question. The participation was not only greater but more broadening.

COHESIVENESS ENCOURAGES PARTICIPATION

Participation is likely to increase as cohesiveness of the group increases. By "cohesiveness" I mean the attraction that the training group offers the individual trainee. Such things as friendship, status, and recognition are elements offering attraction. Thus, a cohesive group is one in which these elements are commonly felt by the trainees.

This aspect was studied by arranging subjects so that there were several highly cohesive groups and several low-cohesive groups. During the discussion the groups with high cohesiveness proceeded at a more intense rate and attempted to influence each

other more. In addition, the group members made a greater effort to participate somehow.

Another study suggests that as members place an increasing value on participation, their satisfaction in participation increases. Thebaut, studying under-privileged groups, revealed that people with low status and recognition were prone to disassociate with the group when difficulties were encountered.

In a training situation the low-status members are the first to withdraw from participation when a block is encountered. This is usually true excepting for the individual who, because of low status, attempts to create the block by a form of participation. In any event it seems that, by increasing the attractiveness of membership in the group to each member, one can increase participation.

WHEN TRAINEES GROUPED THEMSELVES

I studied this possibility with a group of trainees who were allowed to move from group to group as they desired. The study revealed that communication increased as the group members became more friendly. Most of the trainees seemed to get more satisfaction from interacting with others whom they liked. It was easier to participate and this participation was greater than when the trainees were randomly grouped without regard to their likes and dislikes of each other. The tendency of friendship to increase ease of participation is supported by Festinger, Cartwright and others, who found that where friendship did not exist participation was restrained.

These data suggest that one way to acquire greater participation is to allow the trainees to group themselves as much as possible. So many programs arrange the trainees into groups and then do not allow them opportunity to go to another group. As will be shown later, training groups are usually too large and should be divided into smaller groups. This subdividing not only

facilitates discussion, but also encourages moving about by providing more groups from which to choose associates.

ENTHUSIASM BREEDS ENTHUSIASM

In passing, it might be mentioned that the more eager some of the trainees are to participate, the greater will be the group's participation. This principle merely means that a group that has enthusiasm and interest attracts other people who, without knowing the nature of the activity, nevertheless want to be a part of it. The more interest and enthusiasm is shown by some trainees, the more others, who might normally be disinterested, become interested. The relevancy of the problem is often brought out and emphasized because some group members have interest and enthusiasm.

Insofar as the problem actually has relevancy, interest and enthusiasm will compound on such relevancy. I cannot point to direct evidence of this tendency. However, in the Lewin studies previously mentioned, one reason why group participation was more successful than the lecture method was that the desire to participate—in any kind of group and about any kind of subject—was satisfied. This was not the case in the lecture groups. Discussion of the problem by some created interest in others, whose interest in turn stimulated discussion. It is a sort of chain reaction.

Certainly if the training director were to rely solely upon the interest and enthusiasm generated only by the nature of the problem, at times he would find little participation. The ability to capitalize on the interest shown by a few of the trainees at the outset, and to use this interest as a lever for building interest in others, is an effective way of spreading the urge to participate.

Another theory that has wide application to training is related to the size of training groups. Participation will tend to be greater and more uniformly distributed

in small groups than in large groups. Simmel in a study of small groups recognized the importance that size has in stimulating participation.

SIZE OF GROUP AFFECTS PARTICIPATION

In study groups of Boy Scouts, Hare concluded that too little chance to participate not only reduces participation substantially but that members in groups of twelve also feel more rushed than members in groups of five. Leaders in small groups reported too much time in some cases, while leaders in large groups reported too little time. There were more chances to speak in the small groups than in the large. Hare suggests that the reason members in large groups tend to participate less is that, where there are many more members, their opinions count less; in small groups individual opinions count more.

Bales indicates that groups of four or five tend to have a more even distribution of participation between members, while in larger groups participation is more apt to be confined to a few. He suggests that the best size group for participation is probably five. When the group is larger than seven, the trainees with low participation tend to either stop talking or they center their remarks on a few. In the smaller group each member tends to say at least something to each other member.

My research with both small groups, the size of three and five, and large groups, as many as twelve and twenty, indicates that the same number of outstanding participators will be found in both large and small groups. That is, in a group of twelve usually three or four will evolve as the outstanding participants, whereas in a group of six or seven the same number will stand out. This, of course, varies considerably with the group and subject material. In small groups the tendency to focus on a few is just as great as in the large groups. But of course the percentage of participants is greater in small groups.

These studies have tremendous application to human relations training. The *poorest way* to motivate the low participants, and the *best way* to give the more vocal trainees influence, is to put them in a large group. Many training groups number around fifteen to twenty people and this seems much too large if the aim is to elicit participation as an aid to learning. Care should be taken to provide equal opportunity to participate if the success of the training program depends on the trainees' participation.

DISSATISFACTION RELATED TO PARTICIPATION

The lack of sufficient opportunity to participate will result in dissatisfaction with the training. Preston and Heintz found that, when both leaders and non-leaders participated more nearly equally, the members reported the discussion to be more interesting and satisfying. Where the leaders merely presented the problem and withdrew from active participation, the leaders and non-leaders were less satisfied with the results. Hare found that after group discussion the trainees who were the most dissatisfied were those who felt little opportunity to speak. He also found that, because less opportunity exists in large groups of about twelve or more, more dissatisfied members will exist in them than in small groups of five or seven.

This theory does not suggest that the objective of the training director should be to obtain equal participation from the trainees. On this subject Bales states that participation does not necessarily mean that the trainees should talk an equal amount. "As a matter of fact," he says, "even approximate equality of actual talking time among members is very rare; and when it does appear, it is usually associated with a free-for-all conflict." Shaw studies the question of whether groups could obtain a larger proportion of correct solutions to certain problems than individuals could. She concluded that groups

could; and also noted that members in groups with both correct and incorrect solutions did not participate equally.

PARTICIPATION NEED NOT BE EQUAL

The important factor to note concerning group training is this: that, more important than whether or not one has equal participation, is whether or not every member feels equal opportunity to participate. Participation is necessary before many members will affirm the group's solution; it is necessary because it makes them feel that the group's decision is their own, and their participation is satisfying. For some members there is no substitute for some actual verbal participation, no matter how slight.

Whereas too little participation results in too few ideas and suggestions, too much participation creates a feeling of competition. Deutsch studies the effects of a competitive versus a cooperative climate on group productivity. His results show that generally when competition is present among members of a group, whether because of participation or the presence of mutually exclusive goals, greater personal insecurity and expectation of hostility from others is present. That is, competition resulting from too much participation will tend to make more members feel tense and insecure. Furthermore, competitive participation often marks self-centered activity rather than group-centered activity. As mentioned previously, self-centered behavior is usually less satisfying and should be avoided as much as possible. These possibilities should be borne in mind by the training director, since training can be affected by too much participation as well as too little.

PERSONNEL PROVERB

"A company gets the shop stewards it deserves."

—D. F. Hutchison,
Chief Personnel Officer
Philips Electrical Industries, Ltd.

Imperial Chemical Industries' Salary Scheme

IMPERIAL CHEMICAL INDUSTRIES LIMITED
London, England

1. OBJECTS OF THE SCHEME

THE main objects of the scheme are:

1. To attract and retain staff of outstanding ability in so far as this can be done by paying them well and by advancing them rapidly to comparatively high levels of salary, irrespective of age.

2. To pay the remainder of the staff well, on standards which compare favourably with those of other employers, but to avoid drifting upwards into overpayment.

3. To maintain similar standards of remuneration for comparable jobs in all parts of I.C.I. while giving due recognition to the performance of individuals in their jobs.

4. To provide incentives to maintain a high standard of performance among all ranks.

5. To bring to their appropriate maxima while still comparatively young those staff who have not been promoted or who may never be promoted from their present clerical or other grade.

2. MAIN GUIDING PRINCIPLES

The main principles of the scheme are:

(Editor's note: We are indebted to Mr. W. S. Bristowe, manager of the I.C.I. Central Staff Department, for permission to present the company's salary plan as it is given to company executives in a 12-page, 8" x 10" booklet. The text is quoted almost in its entirety, an appendix about "posts for which normal job maxima are inappropriate" has been omitted. Actual salary figures have been deleted in most instances, not only because these may be considered confidential but because they do not mean a great deal with relation to U.S. dollars and U.S. pay standards. Other I.C.I. documents were presented in our July-August and September issues.)

There are several advantages in spelling out your salary policies in detail for the guidance of your section managers. Among them: it makes for equity throughout the company, and between people doing the same kind of work under different bosses; it helps keep salary costs under control; it gives immediate supervisors the power of decision about raises within the prescribed limits, thus strengthening their hand. This salary statement by a large British company is one of the best we have seen. American companies' handling of the matter will be discussed in coming issues.

- (a) To establish maximum salaries for each definable job done well.

- (b) To permit a Personal Maximum salary to be established above or below the Job Maximum in recognition of the individual's performance in the job.

- (c) To dispense with all salary scales, except the existing minimum age scales for young staff, and to introduce in their place a "bogey" period for progression to any particular maximum.

- (d) To accompany promotion with an immediate increase in salary.

- (e) To grant no more increases in salary once the maximum for the job has been reached, or the Personal Maximum if the latter differs from the former.

- (f) To give information to staff at, or soon after, the time of recruitment and sub-

sequently at the time of promotion, of the maximum salaries they may expect to reach in their present jobs, provided they do them well.

(g) To introduce a system of Continued Good Service Bonuses which may be paid periodically to staff who have reached their maximum.

(h) To award Special Bonuses to staff who carry out really exceptional work.

3. JOB MAXIMUM

Assessments of maximum salaries for the majority of jobs in the Company have been made and entered in the salary sheets against the names of the present occupants. These assessments, which are being constantly reviewed, have been made on a comparable basis throughout the Company and reached in agreement with local managements. They are based on the nature, complexity and responsibility of each job and not merely on their descriptive title. It follows from this that all "Section Leaders," for instance, in a department, have not necessarily been assessed with the same maximum.

How to Alter Existing Maxima

It is not claimed that the maximum salaries assigned to jobs are absolutely correct. It is regarded as a continuous process aiming to get them as nearly correct as possible. It is the duty of a Head of a Department to point out alterations which, in his view, ought to be made. Local managements should examine these suggestions in relation to jobs in other departments and, if they agree with them, forward them to the Central Staff Department for approval where the proposed maximum is (——) or over. It is as well to recognise clearly the part to be played by these three parties. The Head of a Department knows the detailed work involved and should strive for fair measurement of jobs within his department. The local management should aim for a fair

measurement as between one department and another. The Central Staff Department's duty is to satisfy itself that the proposed changes do not upset the relationship of salaries established throughout the Company.

Proposals for the alteration of Job Maxima may be put forward at any time in the year except during the last quarter.

The information which should accompany all proposals is as follows:

- (a) The proposed new maximum.
- (b) A full description of the job.
- (c) Its relationship to other jobs which have been assessed.
- (d) The reasons for wishing to alter the existing maximum.

Division Boards are authorised to introduce new or alter existing Job Maxima for posts carrying Job Maxima not exceeding (——) provided:

- (a) Any such alterations do not apply to *categories* of staff (i.e. Draughtsmen, Cost Clerks, Shorthand Typists, Laboratory Assistants, etc.) and
- (b) The standard rates of Job Maxima, as stated in C.S. 1825, are used.

How to Assess New Jobs or Jobs Not Already Assessed

In the first instance the maximum for a new job should be assessed by the Head of Department and the Staff Manager or Division Personnel Director, after they have related it fairly to jobs carrying similar responsibilities and requiring equivalent qualifications. Thereafter the proposal should be put forward to the Central Staff Department by the local management in the same way as for an alteration in a maximum, i.e. where the proposed maximum is (——) or over.

In some cases it will be obvious that the true assessment of a new job can only be settled after a period of trial and development. In such cases there is no reason why the initial maximum assigned to the job should not be provisional to be confirmed or revised later.

Recording Assessments of Maxima

It is the duty of local Staff Departments and the Central Staff Department to ensure that Job Maxima are properly recorded.

How to Assess the Maximum Salaries of Men Who Are in Jobs Which Are Not Readily Definable

There are many jobs on the technical side, such as those of research chemists and engineers, which cannot be readily defined and where the individual's qualifications and ability are the governing factors which determine his value to the Company. These require separate treatment which will be explained to those Heads of Departments who employ such staff.

The Lowest Maximum to be Paid by the Company

While there may, of course, always be special circumstances which may lead to exceptions, as a general rule the lowest maximum for any job occupied by a man should not be less than (——) and for that occupied by a woman not less than (——).

Therefore, young male or female clerks and young typists or shorthand typists at the time of recruitment should normally have (——) and (——) respectively recorded as their initial maximum, from which they could be promoted later to grades assessed with higher maxima. For those who do not earn promotion, these "minimum maxima" are intended to provide an adequate amount on which to live.

The Maxima for Women Doing Jobs Similar to Men

The Company's general policy at the moment is to establish the maximum for a job done by a woman at 80 per cent of the maximum for the same job done by a man. In most cases this seems to be an appropriate ratio. Where it is not, a Personal Maximum may be introduced.

4. PERSONAL MAXIMUM

Not only the job but the individual's performance in it must be taken into account in deciding salaries. Flexibility is provided in the salary scheme by recognising that there are plus and minus performers who ought to get more or less salary respectively than that provided by the Job Maximum. This is achieved by means of a Personal Maximum which should normally not be more than 10 per cent above or below the Job Maximum. A greater variation could be allowed but it is thought that this would usually imply that the individual concerned was either unsuitable or else too good for his job.

No precise guidance can be given as to the proportion of staff who should have a Personal Maximum. In general terms it can be said that there should be comparatively few in the lower grades of staff but that the proportion is likely to increase progressively as senior posts are reached. Among these grades it is more likely that there will be individuals for whom a 10 per cent variation will not be adequate; staff, on the one hand, who fall far below requirements but for whom other employment is not readily available, and staff, on the other, whose outstanding qualities of initiative and drive have transformed the importance of the job itself.

5. PROGRESS TOWARDS THE MAXIMUM

Minimum age scales are used as a guide for the salary progress of Junior Staff. None of these scales go beyond age 26.

From the time they leave the age scales, or from recruitment in the case of more Senior Staff (staff with maxima of —— and upwards), the rate of progress to the salary maximum has to be carefully considered. The underlying intention is to bring staff to their maximum about the time they are doing their jobs as well as they will ever be doing them or amply fulfil all requirements in the posts they occupy. Bogey periods for this progress, which must be varied

in the light of particular circumstances, have been fixed under two headings:

(a) Progress to the initial maximum.

(b) Progress to the maximum of any specific job to which the individual may be promoted in the course of his or her career.

(a) Progress to the Initial Maximum

The guide here is to bring staff to their initial maximum at age 33 in the case of men. The progress should be more rapid or more slow according to individual circumstances. The same age applies to women whose maxima have been fixed in relation to those of men (i.e. 80 per cent of the male rate) but in the case of shorthand typists, for instance, with initial maxima of (——) the guide is to bring them to this figure at age 26.

(b) Progress to the Maximum of a Job to Which an Individual Has Been Promoted

Here considerable flexibility should be maintained but as a general guide the bogey period should be five years or age 33, whichever is the later.

In many cases a man or woman who has had experience of the type of work entailed in the job to which he or she is promoted will be doing the job as well as it can be done in about five years—perhaps even in a shorter period—but in other cases (a newly-created job, or a job in which the holder has not had previous experience) a longer period may be more appropriate.

The qualifying guide that maxima should not be reached before age 33 does not apply to women in women's jobs (such as shorthand typists, secretaries, etc.). In those cases where women in clerical or equivalent grades under age 26 are assessed at a maximum in excess of (——) they should reach the maximum in 5 years or at age 29, whichever is the later. The age figure of 33 is necessary, however, where men, or women in men's jobs, are concerned, in order to avoid those who are

promoted before they are 28 having a lower bogey age for attaining their maximum than other staff in the same job for whom it represents an initial maximum. For example, a Laboratory Assistant who is promoted to the rank of Technical Officer after attaining an external degree at, say, age 26 would have age 33 (and not 31) as the bogey year for reaching the Technical Officer's maximum. It is intrinsic in the scheme, of course, that he could reach his maximum before he reached age 33 if he shows great ability. Similarly, and for the same reason, clerks with maxima assessed at (——) should not have a bogey year for attaining their maximum below age 33 whatever their history of promotions may be.

6. SALARY ADJUSTMENT ON PROMOTION

In general terms it is the Company's policy to grant an immediate increase in salary on promotion. This is not a fixed rule, nor can precise guidance be given as to the amount of such increases. Two examples of general practice may, however, be helpful:

(i) A clerk with a salary of £779 in a job with a maximum of £805 is promoted to another in which the maximum is assessed at £870. He is a good sound worker who already has had some experience of the work he will be called upon to do. In this case he might be given £26 on promotion, thus bringing his salary up to £805, which is the maximum for the job he is leaving.

(ii) A man with a salary of £1095 is promoted to a job with a maximum of £1865. In this case an increase of, say, £220 might be considered suitable provided full confidence is felt in his ability to make a success of the new job. He would then have a salary of £1315 and there would be £550 in hand which, as a guide, he might be expected to receive during the next five salary revisions.

In both these examples the increase

granted on promotion is two-sevenths of the difference between the man's salary and the maximum for his new post, but it would be a mistake to adopt any general formula such as this for all cases.

Sometimes, in the absence of a more suitable candidate, a person may be selected for promotion whose ability to do the job is in some doubt. Sometimes the individual may be thought to have been overpaid in his or her previous post. These are cases where the general policy should not be applied.

Where a promotion takes place in the latter half of the year, some adjustment of salary should be made at the time, but the increment at the end of the year must also be considered.

7. PROCEDURE AFTER THE MAXIMUM HAS BEEN REACHED

Any scheme which involves a rapid advance to a salary maximum is in the interests of the staff, but their arrival at a maximum, some and perhaps many years before reaching retiring age, may introduce problems. If it is felt that the maximum fairly assesses the value of an individual's performance in a particular job, no further increases in salary can be justified. It has been agreed, however, that occasional bonuses should be granted to staff who continue to do their jobs well after their appropriate maximum has been reached. These "Continued Good Service Bonuses" should, as a general guide, amount to up to 10 per cent of the individual's salary and be granted about every five years. The objects of the scheme would, however, be lost if these bonuses were granted automatically in the fifth year and for the same amount on each occasion irrespective of individual performance. The five years is merely a guide period and some staff should receive the bonus at longer intervals or not at all and be told the reason for this. Others should receive the bonus in, say, the third year. In no case should a year be chosen in which

an individual's work had not been satisfactory. It is not necessary for the bonus to amount to a full 10 per cent of salary.

This bonus system is intended to provide an incentive to good work even where, for any reason, the chances of promotion to a better job are remote.

8. INFORMATION TO STAFF

A brief outline of the I.C.I. Salary Scheme is issued to staff, but the important question arises as to whether they should each be told individually the maximum salary they may expect to receive in their present jobs. This decision is left to local managements. It is the hope of the Central Staff Department that as many staff as possible will be told their salary maximum, but it is very important that all staff who are told this should also be warned that:

- (a) The Company reserves the right to alter maxima upwards or downwards.
- (b) The attainment of the maximum is dependent on continued good work.
- (c) Payment of the salaries contemplated at present naturally depends on the continuing prosperity of the Company.

9. SPECIAL BONUSES

Special Bonuses are divorced entirely from the salary revision and are intended to provide an opportunity for granting a reward to individuals who have shown great merit in special work which is normally, but not necessarily, outside the scope or reasonable demands of their duties. Recommendations for these Bonuses should be made by local managements to the Central Staff Department at the time of the completion of the special work and *not* at salary revision.

PERSONNEL PROVERB

"The difference between coaching and criticizing is your attitude."

—Fred Smith, *Consultant*

Fringe (Plus-Wage) Benefits

By R. H. HOGE, Chairman
Administrative Relations Committee
Northwestern Ohio Industrial Council

DEFINITION: A fringe benefit is any remuneration, to or on behalf of the employee, which is in addition to the regular hourly or incentive wage for hours of actual work. A fringe benefit may accrue from Company policy, bi-lateral agreement or legal requirement. It may take the form of monetary payments, services, privileges, benefits or awards. It represents pay for hours not worked or extra pay for hours worked. It is a labor cost for which no tangible return is apparent to the employer, but which, in turn, provides the employee with extra pay, added security or more desirable working conditions.

OUTLINE

A. PAY FOR TIME NOT WORKED

1. Pay during illness
2. Vacation pay (away from the job)
3. Pay for holidays not worked
4. Paid rest periods
5. Paid lunch periods
6. Jury pay allowance
7. Voting pay allowance
8. Military service pay
9. Death in family
10. Wash-up time
11. Travel time
12. Supplemental unemployment pay

B. EXTRA PAY FOR TIME WORKED

1. Overtime, Saturday, Sunday, holiday or other premium pay.
2. Vacation pay (no time off)
3. Shift premium
4. Social Security
5. Workmen's compensation
6. Unemployment compensation

Our thanks to R. H. Hoge, Director, Wage and Salary Administration, Owens-Illinois, Toledo, Ohio, for this statement on "Fringe Benefits". "When we started on this," he says, "we found each company to have a set and different notion of a fringe. No two firms figured the costs on a similar basis. Now I believe we will get some comparisons on a local basis." You may agree that this is something which was long overdue, and which many personnel offices will find useful. The committee report, recently adopted by the Council, is presented just as it was sent to members.

7. Pension plan
8. Profit sharing
9. Christmas, year-end or special bonuses
10. Group insurance
 - a) Life
 - b) Hospitalization
 - c) Health & Accident
 - d) Surgical & Medical
 - e) Total and permanent disability
11. Death benefit
12. Food cost subsidy
13. Shoes and clothing (not essential to performing the job)
14. Bargaining and grievance time
15. Severance pay
16. Service awards
17. Athletic and other recreation events
18. Employee education
19. Administrative cost of administering fringes

- a) Wages and salaries
- b) Office facilities and expense
- c) Telephone and travel expense

C. MEASURE OF COST

The total annual cost of each fringe item should be divided by the total man-hours actually worked and the result expressed in "cents per man-hour worked". (See Note; Definition of Hours Worked).

Man-hours worked should be construed literally as time on the job. Any time the employee is away from the job for reasons of personal comfort, convenience or pleasure should be treated as time not worked. On the other hand, operational delays for reasons other than the personal comfort, convenience or pleasure of the employee should be treated as time worked. This is consistent with the definition of fringe items because the employee is on the job, at the spot to produce units.

For the sake of uniformity and consistency there should be no equivocating about what constitutes time worked. For example, where work is performed according to measured standards, with built-in time for rest and relief, such built-in time, for the purpose of determining fringe costs, should be pulled out and treated as time not worked; man-hours paid for but not worked.

Inter-company and intra-company fringe cost comparisons are invalid unless the bases of computing such costs are standardized. The rigid or inflexible line drawn above appears to be the only standard which can be clearly and accurately defined.

Note: Hours worked include all time an employee is required to be on duty or on the employer's premises or at a prescribed workplace, and all time during which he is suffered or permitted to work for the employer.

—W & H Regulations

About the Authors

Eugene Emerson Jennings is Associate Professor of Management in the College of Business at Michigan State University, East Lansing. Among other degrees, he has a Ph.D. from the State University of Iowa. Dr. Jennings previously taught at the Wharton School of the University of Pennsylvania. He serves several organizations in a consulting capacity.

R. H. Hoge, Director Wage-Salary Administration, Owens-Illinois, Toledo, has had more than 20 years experience in his field with his present company and its subsidiaries. For the past 6 years he has concentrated on executive position evaluation and compensation. He is a member of the National Industrial Conference Board Advisory Council on wage and salary administration; graduated from the University of Illinois.

Michael G. Blansfield, Chief of Training for San Bernardino Air Materiel Area, previously

headed personnel programs in the Canal Zone and for the U. S. Military Government in Berlin. A Cornell man and former industrial personnel consultant, Mr. Blansfield is an instructor in "Leadership Principles and Practices", University of California at Riverside, and a seminar leader in "Managing Human Resources", Institute of Industrial Relations, University of California at Los Angeles.

Rita Reed Weins, private secretary to Joseph Fagot, director of industrial relations for Omar Inc., Omaha, graduated from the University of Nebraska with a major in public school music, which she taught for a year before studying piano at the University of Southern California. Since then she has worked with Cunningham-Walsh, the advertising agency, with Younkers Department Store and the Cudahy Packing Company, following music only as a hobby.

The Bethel Way of Acquiring Group Skills

By EDWARD N. HAY

WHEN I was invited to be a participating visitor for three days during one of the Bethel three-week sessions in Group Development, in order to report to PERSONNEL JOURNAL readers about the conference, I accepted with alacrity. The Assistant Editor and I left from Massachusetts when our regular Sunday STAR boat race was over, so our start was a late one. We spent the night in Portland at the Lafayette Hotel and got an early start for Bethel, Maine, in order to be there before 9 o'clock.

I was briefed by Dr. Leland Bradford, who is Director of the Bethel Summer Laboratory and on the permanent staff of the National Education Association in Washington as Director of the National Training Laboratories. The laboratory sprang from Lewin's creative work in the social sciences and his studies of the nature of human behavior in groups. I knew little more about the laboratory than most of the "delegates" who attend, who knew only that they might attain some increase in skill as member or chairman of some group or committee. My position was not much different from theirs upon entering the room of Group 2, to which I had been assigned for the three-day period.

When each delegate joins his group for the first time, he finds himself in a room with about 18 other persons. They take places at random around a large oval table. Two "trainers" are present, who are professional teachers and research workers in sociology or related sciences. One of the trainers explains to the group that they are

The most remarkable thing about a "Bethel Laboratory Conference" is that it is unled, unstructured—and uninhibited except as the minds of the participants put up barriers. It may take a week or more for a leader or leaders to emerge from the group, and for the group to recognize and agree on a constructive central idea for discussion. The author reports his impressions after attending three days of the three-week conference.

there to be of any possible assistance and not to act with authority and that each member of the group is free to do as he pleases. There is no agenda or program for the committee but they will have 15 two-hour sessions in which to work out their own organization, aims and specific programs.

After this brief introduction, the trainer remains silent. From there on, the members of the group do as they please. In most such groups there follows a period of silence, which sometimes becomes almost unbearable. Many of the delegates feel a lack of security in a situation such as this, where there is no authority to tell them what to do and no stated goals to work toward.

DISCUSSION AIMLESS AT FIRST

Under the circumstances, one member may tell the group that they should do this or that. Such an announcement is usually

met by a brief period of silence followed by an objection by a member whose interests are along different lines. Another member may speak up with some other program in mind. Other members will comment and the discussion will range across many topics in an aimless fashion.

This leaderless, unfocused discussion may go on for a week, or even for the better part of two weeks. There comes a time, however, when most groups find themselves able to understand one another and to agree on some sort of program. Some of these groups even elect, or agree informally, on one or more of the members as leaders. Such leaders, however, are usually limited in their role to a particular project.

The group that I joined was a particularly interesting one. It was made up of equal numbers of men and women and was a cross-section of the whole conference of 120 people. Of these 120 people the largest number were from education, followed in numbers by those representing government, social agencies, the church and health agencies. There were a few from industry, three psychiatrists and one labor union leader. I joined group 2 in the morning of its fifth day and was told by the trainer before I entered the room that he would announce my arrival to the group and they would decide whether I was to be admitted at all and, if so, at what time and on what conditions.

THOUGHTS BEGIN TO FOCUS

After a few minutes' wait, I was admitted and invited to sit in a vacant chair that was available and to make any contribution I cared to. I was aware that the attention of every member was focused on me and found it rather easy to keep still—something that is not ordinarily my highest talent! I was not fully prepared for what I found. I looked in vain for any clear sense of direction as to what was

going on or any evidence that a leader had emerged.

At the end of Monday morning one of the members, Lillian by name, commented that, although apparently the group was entirely free to do anything it chose, in fact it really was not; that there really was a structure of their own making for the meeting; that they had felt obliged to stay together rather than to break up into small groups or quit, and that this was a voluntary limitation on their own freedom. Another member, Val, commented that there were roles to be played in the progress of their discussion and in each case someone always volunteered to undertake it who felt that he could—and was someone whom the group would accept in that role. As the discussion proceeded, objectives became clearer and appropriate means were rather generally perceived or accepted on the suggestion of one or another of the members.

GROUP DISCIPLINES ITSELF

It was very noticeable that a number of people in the group tried very hard to "structure" the situation in the way in which they wished to work. This seemed often to come from a feeling of insecurity on their part due to the lack of apparent purpose of the group. For example, one of the members from industry would, several times each day, break into the meeting with a vigorous suggestion for specific action. This would be treated usually with a short period of silence after which some member would take up another train of thought.

At the Tuesday meeting it struck me that members were showing very little respect for each other. One member would discuss a certain topic and gradually, as other members participated, the subject would veer into an entirely different field. I got the feeling that there was an insufficient respect for the rights of some of the other members and there was a good deal of

idle spontaneity. In the third session, I was more than astonished to find that the group itself had recognized this situation and gradually arrived at a consensus that thereafter members would more fully respect the discussion that was taking place until it had run a natural course.

It was interesting to see the group reject any attempts by individual members to assert authority. For instance, there were two psychiatrists in the group, whose training might fairly be thought to give them a superior understanding of feelings and behavior in such a situation as this. But when either psychiatrist tried to speak authoritatively from his special experience, he was promptly reminded that his comments were acceptable to the group for any value they might have to the group but "please don't put on airs just because you are a psychiatrist and think we want you to explain our behavior to us."

The two trainers were also kept firmly in place and restricted to the role of regular members. On one occasion several people tried to speak at the same time on the topic of the moment and one of the trainers interrupted, saying "Let's all reserve our comment until we can hear from Val on this matter." Everyone became silent—the "authority" habit had taken hold again—and Val, thus fortified, proceeded to pontificate. When he had finished one of the members quietly reminded the trainer that he was there only as a *member* and that he had no right to assert any authority by shushing all the other members and telling one to speak. This remark met with the warm endorsement of the whole group including the trainer himself!

"TERRIFIC JOLT" IN THE EXPERIENCE

Unfortunately, I could not remain to the end of the fifteen-day session but I was there long enough to receive a terrific jolt from the experience. These groups have no respect for the reputation or authority of any participant; such a person is just

another member of the group to be treated on his merits. It became very clear that members were completely intolerant of the attempts by individuals to dominate the group. Stuart Chase has described this very well in his book, "Roads to Agreement". He spent a week as an observer in a group under much the same conditions that I enjoyed. His book is well worth reading for the chapter on Bethel as well as for the other related material he so interestingly presents.

Another striking experience was to see how most of the members of the group gradually became aware of the deep but silent feelings of several exceptionally sensitive and uncommunicative members. Some people, we know, have extremely sensitive natures but have an almost total lack of ability to make them known. They are what Carl Jung calls the feeling-introverts. There was always some member who became aware of deep and unsatisfied feelings of such a member and at a critical moment would sense his or her lack of acceptance of the trend of thinking of the group. He would, by a skillful question, reveal his awareness of the feeling and would thereby release a torrent of such feelings from the unhappy member. Often after such a release the whole trend of discussion would take an entirely new and usually constructive direction.

METHOD MAKES BETTER GROUP MEMBERS

This brief experience at Bethel gave me some feeling of accomplishment of the aims that Dr. Bradford had set forth in the beginning as those which the group might achieve. The first of these was a sensitivity to the attitudes and thoughts of members in a discussion of this kind, with some increase in ability to diagnose these situations. Second, a better insight into the effect of one's own behavior on others in the group. It also clearly demonstrated some of the very deep capacities of the group to solve problems that concern the

needs of a varied assortment of people and, finally, and perhaps most importantly from an industrial standpoint, it gave me an understanding that will, I am sure, increase my skill as chairman or member of a group or committee.

Many other things happened at Bethel which were interesting. One which might be mentioned was the atmosphere of cordiality which pervaded everything that was done. The physical arrangements and planning were excellent and the scenery and setting were unsurpassed. The sessions were held in the buildings of the Gould School for Boys. Bethel itself is about 70 miles northwest of Portland, Maine, and conveniently reached by car.

It seems to me that the industrial representation was surprisingly small. There is much here for industry to learn. There are some shocks involved in having this experience and carrying it home and the laboratory is greatly concerned with this returning-home problem. In one case—and as far as I know the only one—a corporation has sent numerous people to the conference and has in that way attempted to help them make effective use of the lessons they have learned as applied to their work at home. This is the Ansul Chemical Company under the wise leadership of Robert Hood, president.

Any who want to learn more of the National Training Laboratory can obtain information from Dr. Leland Bradford either at the laboratory itself at Bethel, Maine, or at the National Education Association, Washington, D. C.

"STOP THIS SENSELESS KILLING" was the headline of an article signed by Secretary of Labor James P. Mitchell in the May 12th *Saturday Evening Post*. The sub-head reported that on-the-job accidents killed 14,200 Americans last year and injured nearly two million others. Mr. Mitchell mentions four uncles; one lost a leg on the job, another lost a hand and died of lockjaw, a third

was killed outright on the job. No wonder Mitchell was, as he says, extremely safety-conscious as a Western Electric personnel man and later with a New York store!

The article was timed to coincide with Job Safety Week, May 13 to 19. Can anyone tell us whether there was any reduction in industrial accidents during that week? On the average in 1955 thirty-five American workers were maimed every ten minutes; thirty-eight were killed every 24 hours. Mitchell calls such figures ghastly, and we'll all agree. He points out that some of our largest companies which employ safety personnel—U. S. Steel, duPont, General Electric, Westinghouse, General Motors—have greatly reduced their injury frequencies, and that more than 70% of all industrial accidents occur in 2,000,000 smaller establishments which employ more than half our workers. The problem seems to be how to extend the safety practices of the big employers to the smaller ones.

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Executive Development Started With Conference Leadership

By MICHAEL G. BLANSFIELD
Supervisory Training Officer
San Bernardino (Cal.) Air Materiel Area

OUR executive development program at Norton Air Force Base is built around a way of thinking which we have found to be particularly effective. The program aims to increase our executives' ability to (1) think, (2) analyze, (3) decide, (4) cooperate and (5) lead. Striving for greater proficiency in all of these directions, we realized that the program had to be wide in scope. But at the same time we were determined that it should result in actual increases in effectiveness rather than only in intellectual acceptance of abstractions. In other words, we had to lead into learning situations that would bring about real attitude and behavioral changes. It will be understood that the views expressed are my own and not necessarily those of the Air Force.

As the first step in designing our program we attempted to select a common element which could move us toward our goals economically and rapidly. This element, we decided, would be group discussion. A program with little or no participation, we thought, would have limited value since it would fail to tap the great potentialities inherent in organized group discussion. Further, we concluded that the effectiveness or productivity of discussion would largely determine the degree and rate of each executive's development. We based this conclusion upon a number of premises.

First, discussion calls for a sharing of opinions and experiences. It is an "active" and vital thing, an element in which all members of the learning group participate. Secondly, it involves some aspects of ca-

You have to start somewhere: the author tells the reasons behind his decision to start his executive development program with 30 hours of instruction and practice in leading group discussions. As conference leadership skills improved, so did human relations skills and attitudes, and the trainees were prepared to profit more from later training.

tharsis in that, through it, the learners can rid themselves of old ideas, prejudices and fears. It induces compulsions to accept logically-sound group thinking. It encourages original thought and the expression of new ideas. Lastly, it provides information and encourages the seeking of more detailed information.

At this point we came upon a matter of grave concern. We knew that discussion could be profitless or even destructive. We all had attended meetings or conferences in which nothing had been accomplished or in which antagonisms or resentments had been bred. This type of occurrence obviously limits the value of discussion, if it does not make it entirely undesirable. How could this be avoided? We concluded that the answer was conference leadership training. This would be our key to successful group discussion.

We designed our program to be thirty hours in length. Of that time, twelve hours was devoted to the methods and devices of

conference leadership and eighteen hours to practice sessions with critical analyses. The course was planned in ten three-hour blocks and was given on ten consecutive days. The training groups were limited to twelve persons or less—from no more than three contiguous levels of supervision, whenever possible.

THE PROGRAM IN ACTION

The first session was devoted to an introduction to the course and a quiz on conference leadership which was immediately graded and returned to the trainees. This was used as a motivating device and also as a measure of improvement, since the same quiz was given at the end of the last session. Following this each group evolved a definition of a productive conference; the differences between conferences and other types of gatherings such as meetings, classes, seminars, etc., and finally the benefits they could expect, as supervisors, by using this tool.

The instructor, in leading the group, used the conference method exclusively. All group formulations were accepted and supplementation by the instructor was limited to suggesting items for group consideration. "Experting" was avoided in all sessions.

At this point the person who has led many conferences might surmise that the group formulations would vary widely from group to group and thus make for an extremely variable learning situation. This is not the case. In our first ten groups, their final formulations, due in part to the guidance of the instructor, were surprisingly uniform. Some groups might tend to be more detailed or complete than others but, basically, their final conclusions were keyed to common themes.

Our second session dealt with the steps in planning, preparing and opening a conference and then went on to explore the function of the leader and the responsibilities of the conferees. This session ended with a listing of the physical aides available to a

conference leader and a discussion of the "dos" and "don'ts" of their use.

The third session was devoted to the part of the leader and explored at length the question, movement, summaries, re-phrasing, pro and con analysis, pretended misunderstanding and other subtle leader controls.

The fourth session was primarily concerned with analyzing group and individual problem attitudes and evolving methods of dealing with them. During this session a method of conference diagramming and evaluation was discussed. Prior to the close of the session each group member was given a topic and a time and date for a skill practice session. At the same time he was assigned a diagrammer and an evaluator.

The next four sessions were devoted to skill practice. A half-hour conference led by a group member would be followed by a five-minute report by his diagrammer (dealing with group inter-action) and then a fifteen-minute analysis of his leadership by his evaluator. Three such skill practice conferences were scheduled for each of these sessions.

The ninth and the tenth sessions were devoted to repractice by those the instructor felt needed this most and then, last of all, the quiz again.

PROGRAM RESULTS

To date we have trained some 120 of our top executives in conference leadership. The program has been enthusiastically received. Almost unanimously the trainees have reported use of their new skills and improvements in their human relations. This training, leading from the specific (conducting a good meeting) to the general (better handling of people), eased our groups into a state of increased receptiveness for the case-study and role-playing sessions that followed in later developmental programs. The idea of group participation in policy formulation and decision-making was met here for the first time by

many of our executives and was seized upon with interest and enthusiasm in most cases.

In addition, members of the learning group were reminded or familiarized with their responsibilities as members of a work group. They were reminded of the need for participation without monopoly; the need for flexibility, objectivity and courtesy. Also, the program taught our supervisors the methods and devices for guiding discussion toward specific problem solutions without "experting" or lost time.

Our trained supervisors consistently report new or increased abilities to work with groups in realistic analyses of problems as well as the ability to allow each member of the group to satisfy his major needs without fear of unmerited rebuffs or ridicule. Above all, they report they are able to insure that some conclusions are drawn from every discussion session; that their groups are not left uncertain where they were going or how far along they got.

WHAT OF OTHER TRAINING TOOLS?

At this point you may well ask, "But what about these other tools of executive development such as lecture-discussions, films, role-playing, buzz-groups and the like?" We believe that they are certainly applicable, but the success of each one rests primarily upon the group discussion that it entails. In turn, the *productivity* and individual satisfactions obtained from the discussion seem to depend on the ability of the leader to use sound conference methods. Therefore we take, as our basic premise, the fact that training in group discussion techniques should be the initial element in our development program.

To sum up, our program has indicated that true development of executive abilities is best accomplished through "active" devices with group discussion as their prime element. This discussion can be consistently effective only if the members of the group, and particularly the leaders, have had conference training. This training is the key to

more advanced developmental programs, in that it conditions executives to the democratic method of leadership.

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—Fred Smith, *Consultants*

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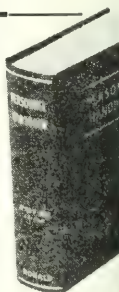
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As You Were Saying—

LEADERS TALK TURKEY TO UNION MEMBERS

HAVE YOUR labor leaders ever conducted a campaign to increase worker output? That's the way Felton Colwell, president of the Minneapolis Chamber of Commerce, started his letter of June 1 to us. Five question marks indicate the exclamatory or hypothetical nature of the query.

"Here in Minneapolis, where we have a mature labor movement," he continues, "just such a campaign is in progress. Attached is a copy of a letter from union leaders to their membership which we think will be of interest to you." Parts of the letter, on the letterhead of the City and County Laborers' Local Union 363, follow:

Dear Brother:

We must not become complacent about our jobs with the city!!

Today our "day labor" system is in jeopardy as never before and unless we make it an efficient and economical operation (a system worth saving) today, it may be lost to us forever tomorrow. We then will be without a job. This is not a threat, but a fact.

Wherein are we, as employees, at fault and what must we do to halt the decline and eventual abolition of the day labor method? Our shortcomings are suggested by the solutions for improvement subsequently indicated.

No matter how long we may have worked for the city, the following things to do are to be put on our must list:

1. Recent wage hikes, plus all of the other benefits which city employees are receiving, must be justified by increased productivity . . . more and better work. *It is not the number of hours that we put in the job, but what we put into the hours that counts.* The day labor system desperately needs more work output per man hour.

Anybody can waste time at the rate of \$.25 or more per hour, but only a conscientious employee can deliver \$.25 or more of services in an hour and thereby save his own job as well as the jobs of other city workers. . . .

The way to better our lot is to do a lot better. We do less than we *ought* to if we do less than we *can* do. . . .

2. A second item on our *must list* is to report for work regularly, on time, for the required time, and in a sober condition. If we fail to do these things and are suspended or discharged we cannot expect the Union to accomplish miracles to help us out of our predicament.

Once we have begun a day's work we must apply ourselves to it until the *authorized* quitting time. We can't deliver 8 hours of work for 8 hours of pay if we start late and quit early. . . .

The abuse of sick-leave privileges sooner or later will result in our losing them permanently for ourselves and for all other city employees. Good judgment requires that we bank our sick-leave for use in case of prolonged illness. . . .

3. Let us help establish and maintain *good* public relations with the taxpayers who are our employers and pay our salaries. We must go out of our way to be courteous and civil in our contacts with the public; to show consideration for the rights and property of others; to guard our conduct and conversations in public and to avoid vulgar language in the presence of others, especially strangers. . . .

4. It is our duty to maintain harmonious relations with the department heads, with our immediate supervisors, with the civil service and with our fellow workers. If we continually carry a chip on our shoulder on the job, it may indicate wood higher up. We cannot blame the department heads or our immediate superiors if they place too low an estimate on our capacity, because their judgement is based necessarily upon what we actually accomplish.

It is imperative that we obey the orders of our supervisors. When you call upon a thoroughbred he responds with all the speed, strength and sinew within him; but when you call upon a jackass, he kicks or refuses to budge.

Let us resolve and unite to do more and better work at less cost.

SCHOOL FOR WORKERS' CHILDREN ABROAD

ONE IMPORTANT consideration in the employee's mind, when his company offers him an opportunity at a foreign station where English is not the native tongue, is the continued education of his children. Many a man has reluctantly passed up such an opportunity because he feared that a period of years abroad would set back his youngsters' education irretrievably. A study sent us by Robert E. Kane on behalf of Calvert School, Baltimore, shows that only about one-quarter of the American companies questioned have established their own elementary schools for children of their employees abroad. Nevertheless, the problem is not insoluble; here are parts of Mr. Kane's report:

Calvert School sent questionnaires to hundreds of American firms that have American personnel working in foreign countries. The returns reflect the experience of companies with a total of more than 10,000 employees abroad, operating on all five continents and in the Pacific Ocean area. These employees have more than 6,000 children with them at their overseas stations.

These are the most noteworthy trends brought out by the survey:

1. Americans working abroad tend to take their families.
2. About one-third remain abroad more than six years, about two-fifths less than three years.
3. About half of the companies expect the number of their employees abroad to in-

crease in the next 5 to 10 years; less than 10 per cent expect that number to decrease.

4. Schools operated by some companies for children of their employees usually include Grades 1-8. About half of these schools are supported by the company alone, and the remainder by the company and parents co-operating financially.

5. About two-thirds of the companies do not operate schools because either they have too few children or there are other educational facilities available.

6. Personnel of almost a third of the companies teach their children by means of home-study programs.

7. The companies usually inform their employees of the local educational situation at the employment interview, or by a letter or brochure containing general information about the place to which the employee is being sent.

8. More than half the companies replying to the questionnaire conduct operations in Latin-America. Europe is the scene of operations for about a third. A fifth to a quarter of the companies operate in the other areas.

It is interesting to note that a number of the company schools abroad use the Calvert system, about which messages have appeared in *Personnel Journal* regularly over the past two years. The school is a non-profit unendowed institution which provides elementary school courses for children who cannot attend regular schools. At present it has some 8,000 pupils, of whom 75% live abroad. If you'd like additional information, the address is 390 Tuscan Road, Baltimore 10, Md.

HANDBOOK FOR SECRETARIES

SELDOM do you see a secretaries' manual as comprehensive as this one written by Rita Reed for all central office stenographers and secretaries of Omar Incorporated, Omaha, Nebraska. A copy was sent us by J. B. Fagot, Director of Industrial and Public Relations, whom Miss Reed serves as secretary.

The plastic-bound book consists of 59 pages and covers, each 8½ x 11" page printed on only one side. The first cover carries the title "Secretary" in large script in the center, and this is surrounded by a jumbled pattern of city and street names and telephone numbers—the latter presumably of company offices, not secre-

taries. A number of the pages contain only a brief paragraph or two of text; none has a crowded feel. Some 12 to 15 pages are brightened by illustrations by Dee Oakes, who is credited along with Rita Reed on the title page.

The opening part of the book deals with desirable personal attributes; attitude, ambition, loyalty, discretion, friendly telephone manners, and so on. The main part is about the typing of letters; where the date is to be put, a uniform office style for the salutation and the

complimentary closing, the way to address different people, the use of block paragraphs, etc. Other sections have to do with inter-office letters and memos, telegrams, and itineraries.

(Intelligence item: Omar addresses women of unknown marital status like this: Dear Ms. Soandso.)

We're not sure, but have the impression that Joe Fagot might be able to send copies of this manual to interested members of the fraternity. His address in Omaha is 1910 Harney Street.

SEMINARS DISPLACE SIESTA IN VENEZUELA

WRITING for permission to translate into Spanish and distribute copies of a Personnel Journal article, George Sugarman gives an account of personnel activities in Venezuela which will be interesting to many readers:

I am professor of Industrial Relations, Personnel Management, and Public Opinion at the Universidad Central de Venezuela, the country's largest and most famous university. At the National Government School of Public Administration, Venezuela's equivalent of a part-time Federal Civil Service Academy, I am professor of Personnel Administration and Public Relations. In addition, I am conducting intensive courses for executives and supervisory-level personnel from industry, government and private institutions.

The latter groups meet as luncheon seminars once a week at Caracas' internationally heralded Hotel Tomanaco. It utilizes the traditionally long (sometimes from 11:30-3:00 PM) tropical lunch-hour for work instead of siesta. In order to use as many minutes as possible, volunteers give informal presentations during the actual ½ hour luncheon period. One takes ten minutes to fill the group in on current events in the world of organization, management, and administration. Another follows with a 15-minute description of the organizational structure of his company. When the clock strikes 12:30, the meal and the informal conversational exchange give way to the intensive formal program.

The 20-25 management types in each group then participate actively in case studies, round-table discussions, lectures, formal talks, problem solving sessions and reports. Materials for the seminars come from the same sources used by American universities, and include your publications. Persons successfully completing the required three-months sessions are awarded a certificate attesting to their preparation in the areas studied.

Reports on the status of management, administration and public relations in Latin America are few and far between. Observations on Venezuela tell a story that any country would be more than proud of recounting.

Interest in and the application of principles, processes and practices of better administration of management and public relations is increasing by leaps and bounds. A dynamic, sky-rocketing economy, prosperity and opportunity on and around every corner, coupled with an overwhelming intellectual curiosity provide the setting. The Venezuelan people are by tradition alert and fast-thinking. Their enthusiasm for information, skills and knowledges makes for an educator's paradise. Seemingly everybody is trying to advance himself technically.

As evidence of this, is the following. The introduction of public relations, industrial relations and personnel administration in both the university and the National Public Administration Course was very well received. Dale Carnegie's organization, recently arrived,

(Continued on page 199)

BOOKS

PERSONNEL ADMINISTRATION: *A Point of View and a Method*. By Paul Pigors and Charles A. Myers. McGraw-Hill Book Company, New York, 1956. 711 pages. \$6.

When this book first appeared in 1947 it was like a light in the darkness for those of us studying, teaching and practicing in a field which was obscured by a multitude of techniques with almost as many variant management philosophies.

The authors had set out to give what they found essential to inculcate in their students at MIT, and I am convinced they succeeded. Their aim was to present a philosophy, modestly called a "point of view", of human relations applicable to all managements—business or church or other. They rightly concluded that appropriate techniques would follow.

This was valuable enough in itself, but the authors made other good contributions. They showed the broad aspects of personnel administration while avoiding the micro-cosmic approach of the technicians. They used real rather than synthetic cases, allowing the book to be used in elementary, advanced and graduate work by the simple expedient of varying the comprehensiveness of analysis. They stressed "situation thinking" (the "method" of the book's subtitle) which leads to true management. This, briefly, was their contribution.

The third edition, just published, retains all the values of its predecessors. The authors have added a chapter on organizational planning and executive development which is up to their usual standard. They have added several cases and amplified at least one. The bibliography and footnote references have been brought up to date, while retaining the more valuable older material.

One cannot close without mention of the supplemental *Readings in Personnel Administration*, published by the authors in 1952, which gives selected references in convenient form to augment the program of study set forth in the basic volume. The text is still the best in the field from this reviewer's point of view and it is a pleasure to welcome the new edition.

WILLIAM DALL

THE PSYCHOLOGY OF INDUSTRIAL CONFLICT. By Ross Stagner. John Wiley and Sons, New York, 1956. 550 pages. \$8.

Although the author himself says that this book is not written for practitioners in the field so much as for advanced students, most personnel people and others active in industry will find it both stimulating and informative. The material is detailed and somewhat technical, but clearly presented and well organized. The chapters on management and union tactics, on strikes, cooperation, and industrial peace will be of particular interest to employees and employers alike. The point of view presented is thought provoking, and a careful reading of the book should prove rewarding.

The physical sciences, Stagner points out, have made it possible for all men to die together. Relatively little is being done to make it possible for us to live together. Management decisions are made by individual human beings; strikes are called by specific persons. Psychology must have and does have important contributions to make in understanding these decisions. The book offers no formula solutions to industrial conflict. It does not recommend policy changes for management or unions. But it formulates general principles which should be useful.

Ross Stagner is a professor of psy-

chology at the University of Illinois, where since 1949 he has been a member of an interdisciplinary research team investigating the application of psychology in the field of industrial relations.

DOROTHY BONNELL

EFFECTIVE COMMUNICATION ON THE JOB.

Edited by M. Joseph Dooher. American Management Association, New York, 1956. 294 pages. \$5.50; to AMA members, \$4.50.

Effective communication is a huge subject. Some arbitrary limits must be set even if you intend only to skim the surface in a single volume. This book confines itself to voice communication almost exclusively, by-passing the employee magazine, the memo, the written report and other communication tools. It handles the subject admirably. But because communication has to do with everything in a business that concerns people, or with which people are concerned, one begins to wonder—especially toward the end of the book—whether the title could just as well have been "Effective Management" or "Effective Supervision".

The handsome volume is well organized in nine parts, most of which are made up of two or three short chapters. Among the Part headings are *Bridges and Barriers to Good Communication*, *Communication Upward*, *The Rating Interview*, *Problem Interviews*, *The Employment Interview*, *Effective Conference Leadership*. Among chapter headings: *Do You Know How to Listen?*, *How to Get an Idea Across*, *How to Instruct*, *Giving Orders*, *Reprimanding*, *Complaints and Grievances—Getting at Causes*, *The Non-Directive Approach in Employment Interviewing*. Twenty-two authors are named as contributors, at least four of whom are AMA people. In addition, there are sections which are by-lined only with the names of companies, and others which are anonymous. You get the feeling that this is not class-room wisdom, but that it's written out of the experience of skillful practitioners.

An exception, to our mind, is a chapter

by Stuart Chase on *Roadblocks to Understanding*. Mr. Chase, and William Exton, Jr. who follows him, talk of the words used in communicating. I have not the slightest doubt that this is a subject of vast importance, but the way Mr. Chase handles it here and elsewhere does sometimes seem too utterly utter.

The book is well worth while. Quantity discounts are offered.

H. M. T.

SOVIET PROFESSIONAL MANPOWER. By Nicholas DeWitt. The National Science Foundation, Washington, D. C., 1955. pp. 400. \$1.25.

For years we have had to depend largely on the crystal ball for our knowledge of what went on behind the iron curtain. Now we are getting more reliable information.

This is a scholarly work, objective and packed solid with tables, charts, footnotes and figures. Nevertheless it makes exciting reading. Every American business and professional man would do well to read it, and personnel people in particular will be impressed with the kind of training, the amount of skill, and professional competence behind Soviet industry. The use of trained manpower in the USSR compared with that in the US will be of interest.

The total number of trained engineers in the Soviet Union and the ratio of trained engineers to the number of production workers employed in industry in the Soviet Union in recent years appear to have been about the same or even slightly higher than in the United States.

The volume is based on exhaustive research done for the National Academy of Sciences-National Research Council by Boris Gorokhoff, Head of Slavic Languages Section, Descriptive Cataloguing Division, Library of Congress, completed and prepared for publication by Nicholas DeWitt. Mr. DeWitt has been associated with the Russian Research Center of Harvard University for the past five years.

DOROTHY BONNELL

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

Nervous Stress in the Industrial Situation. By Robert G. Neel, The University of Kansas City. *Personnel Psychology*, Vol. 8, No. 4, Winter, 1955, 405-415.

This article emphasizes a new treatment of mental health programs in industry. Personnel counseling programs are being set up in the larger industrial concerns, because employers realize that many of their employees will need psychiatric attention some time in their lives. Such attention is expensive, but it may be more economical in the long run than the loss of trained employees.

Most of these industrial programs have primarily emphasized worker maladjustment as the result of tensions and conflicts within the individual. This author believes that personal problems are best treated by manipulation of the situation as well as by treatment of the individual. The out-plant tensions and the in-plant stress-producing situations must all be considered.

The subjects in this study were several thousand hourly workers in a heavy equipment manufacturing company. The questionnaire which these workers filled out was related to morale and productivity. This study is limited to the questions which dealt with nervous tension and the worries of the employees.

Two groups were selected on the basis of their answers to the following question: "Does Your Work Make You Feel 'Jumpy' or Nervous?" Those who checked "most of the time," "fairly frequently," and "occasionally" were considered "nervous" and those who checked "very seldom" or "never" were called "non-nervous." Tables are given to show what these employees say they worry about. Another table shows intercorrelations among certain criterion

variables of nervous and worry items. The author points out the weakness of his measures of worry and nervous tension. He realizes that a great deal of nervous tension exists below the level of awareness, and perhaps the individual who is aware of his tension is less nervous than one who is not aware of it.

The study indicates the importance of situational factors in industrial mental health. The author concludes that an unsatisfactory work situation may induce nervous tension in an employee and that a nervous or worried employee may also be more sensitive to unsatisfactory job conditions. He pleads for more research on the effect of situational factors on mental health and for foremen trained in human relations.

Profile of the Mechanical Engineer. III. Personality. By Ross Harrison, Don T. Tomblen, and Theodore A. Jackson, of Stevenson, Jordon and Harrison, Inc. *Personnel Psychology*, Vol. 8, No. 4, Winter, 1955, 469-490.

This is the third of a series of articles on the mechanical engineer which have been published in the last three issues of *Personnel Psychology*. The first dealt with Ability and the second with Interests. The subjects were 240 mechanical engineers employed in a large manufacturing plant. In this final study of Personality the sample was reduced to 100, largely because of the time involved in the processing of the projective data.

The procedures used in evaluating personality were primarily clinical, with the emphasis being placed on a structured interview an hour in length which centered around a personal history form. Two projective techniques were used: A shortened

form of the Thematic Apperception Test, and an open-end problem test where the subject was asked how he would handle certain situations. The personality inventory used contained items taken from standard inventories, and these were scored for neuroticism, physical drive, detail-mindedness, frankness, and self-sufficiency. The instruments used are described in some detail, and are of interest because they illustrate the kinds of methods which have been devised to study personality.

Tables are given to show how mechanical engineers compare with a group of non-engineers on the different tests.

The following are selected from the authors' conclusions:

- (1) Mechanical engineers are emotionally stable.
- (2) Interpersonal relations are harmonious.
- (3) An analytical interest in people is rare.
- (4) They avoid introspection and self-examination
- (7) Engineers are energetic.
- (10) Engineers have definitely masculine traits and interests.
- (11) Social participation is normal in amount.

One of the most useful parts of this report is a comparison of their investigation with two previous studies on the personality traits of engineers—one by Moore and Levy and one by Steiner. The table given shows remarkable consistency in the three studies.

Job Expectancy and Survival. By Joseph Weitz, Life Insurance Agency Management Association. *The Journal of Applied Psychology* Vol. 40, No. 4, August, 1956, 245-247.

This study was made to test the hypothesis that when potential life insurance agents are given a clear picture of their job duties, they are more likely to survive on the job. In a previous investigation it had been found that those agents who said the manager misrepresented the

job possibilities during the hiring interview were more likely to terminate than those who did not agree with this statement. Perhaps this was only a rationalization after the agents had already decided to quit.

The variable introduced into the normal hiring situation was a booklet describing the various activities of a life insurance agent. This booklet had been prepared from questionnaires filled out by agents currently employed and tried to show realistically how the average agent spent his time each week. Fifty-two districts were designated as experimental districts and 51 as control. All applicants in the experimental districts received a friendly letter from the home office and the booklet. This procedure was omitted in the control districts.

The study continued for six months. 226 agents were hired in the experimental group during this period and 248 in the control group. Over-all, there was a reduction of about 30% in termination in the experimental group. The difference is statistically significant and large enough to have meaning to a company planning its hiring procedures. The author calls attention to the fact that the public relations letter from the home office may have helped to create a favorable impression which resulted in a higher survival rate in the experimental group. He feels, however, that giving prospective agents a realistic concept of the job will tend to reduce termination.

"It is also important that we avoid falling into the 'group mind' fallacy in dealing with events on the group level. Only individuals have motives, emotions, perceptions, habits, and memories. . . . Goals exist first in the minds of individuals."

Ross Stagner in
The Psychology of Industrial Conflict
Wiley

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA in *Personnel News* reports that twenty-three college students undertook a ten-week summer work-study program in New York state government. The students, all residents of New York, came from various parts of the state and had completed their junior year in college. They were employed in 14 state agencies, all in Albany. The program was planned so that at least once a week the group met with top state officials who gave a broader picture of New York's government than the students could get from their assignments in one specific agency.

The president of the state civil service commission said the purpose of the program was to stimulate undergraduate interest in state government careers. The trainees got an on-the-job look at career opportunities for college trained personnel; "we hope that many of these students will return to state employment after graduation and that they will influence their classmates to compete for state positions."

Students participating in the program were selected by college officials on the basis of scholastic ability and interest in government service. They received \$60 per week and free lodging in the state university dormitory in Albany. Although private industry sponsors summer programs for students, it is believed this is the first time a state government has had a work-study plan of this kind.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION and the Personnel Section of the Western Management Association recently heard an address by A. C. Thornton, Industrial Relations Manager, International

Minerals and Chemicals Corporation. A stenographic brief of the address has been published by the research division of the California Personnel Management Association under the title, "Drafting and Presenting the Personnel Budget." The report, which sells for one dollar, contains many interesting charts, well worth studying.

Almost nothing has been written on personnel budgets, according to Mr. Thornton. This is true despite the fact that budgets and controls for corporate overall operations have been in existence for quite some time. Even so, there has been a lack of interest and lack of budgetary preparation among administrative and executive staff departments in corporations. Such departments as personnel, purchasing, traffic, industrial relations, public relations, and in some cases even accounting and finance, have been operating without the benefits of formal budgets. The reason for this indifference has been the habit pattern of using budgets primarily as cost controls for production and sales organizations. Since staff organizations are not considered part of the production line, directly producing a tangible product, they have been left to find their way in the realm of intangibles, even though they may be spending a considerable amount of money.

However, two factors are attracting more interest in budgets for these departments. One is the large growth of staff services in the past several decades. The second factor is the need management has felt recently to review all types of expenditures including those of staff functions. One way we can look at it, says Mr. Thornton, is that personnel and industrial relations departments are entering a kind of shake-

down period. There were needs, and we found solutions for them. Now we are looking at why we do what we do. This is a kind of audit of our services and activities. The functions of the personnel department should be reflected through their budget. When we accept the idea that industrial relations aims at better utilization of human energy, then we begin to understand why it is concerned with the realm of "know-why".

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES is using a new format for its news letter, *Pirascopes*. Frank Coffin, industrial relations manager, Manufacturing and Gas Department, for General Petroleum, heads one of the tougher committees of PIRA, that of Placement, according to an article in the July *Pirascopes*. The purpose of the committee is to "maintain and administer a free service of placing qualified individuals in the personnel and industrial relations field." Coffin reports that the committee has far more available applicants than it has openings. Appraising the committee's success is difficult because companies which have listed openings rarely notify the committee when the position has been filled, or whether PIRA helped fill it. The committee does not usually concern itself with interviewing, but when an opening occurs it is advertised to all the committeemen, who try to match the applications on file. The prospective employer can then make direct contact with an applicant.

THE NORTHERN CALIFORNIA TRAINING DIRECTORS' ASSOCIATION carries the president's report in a recent issue of the *Bulletin*. The editor explains that "It is not a new experience to NCTDA to have women serving on its Management Council. However, for the first time in the years of its existence, the organization has experienced the leadership of one of its women members in the role of president. In fact, this is the first time a chapter of the American Society of

Training Directors in the United States has placed a woman at its head. Accordingly, we offer the first report of the first woman president with great pride." The first paragraph of the report gives a pretty good idea of the activities of the group, and the role of the president. Mrs. Tracy says, "As your president, I found this year both pleasant and exciting. There have been the regular presidential duties. In addition there have been numerous extracurricular activities which have added to the pleasure of serving you."

Details of the report show: A membership of 106; Minutes of the monthly meetings are included in each issue of *Bulletin*; A survey of the membership was made to determine how the Association may better serve trainers in the area; A workshop was held, as well as a clinic on contract administration; The idea of helping the Boy Scouts leadership training committee was explored.

New officers for 1956-57 are: Ellis H. Woolley, president; Horace Fritz, first vice president; and Elmo Cornelison, second vice president.

BAY AREA PERSONNEL WOMEN have elected officers for 1956-57. They are: Genevieve M. McDonald, supervisor, employment and payroll department, Zellerbach Paper Company, president; Betty Morris, research specialist, Western Division, National Association of Manufacturers, vice president; Lillian Scott, placement director, Golden Gate College, secretary; and Margaret M. Lucas, personnel assistant, Bechtel Corporation, treasurer. The Bay Area Personnel Women are located in San Francisco.

THE INDUSTRIAL RELATIONS ASSOCIATION OF WISCONSIN has chosen as officers for 1956-57, president: Herbert J. Rass, Allis Chalmers Manufacturing Company. Vice president, Russel P. Schroeder, Phoenix Hosiery Company. Treasurer, Kent

Quantius, T. L. Smith Company. Mr. Schroeder says, "This June rounded out 37 years of activity for the Association which has grown from an original membership of 12 individuals to 396 members. This year's program included our annual Statewide

conference which was the most outstanding in our history." The Industrial Relations Association of Wisconsin may be addressed at 320 East Buffalo St., Milwaukee, Wisconsin. The secretary is Edward J. Schroeder, Universal Rundle Company.

Attending the Conferences and Courses

THE CIVIL SERVICE ASSEMBLY returned to Washington, D. C. for its golden anniversary conference in October. The organization was formed in Washington in 1906. Scores of topics were covered, ranging from informal round-table discussions to prepared papers by outstanding authorities, dealing with solutions to today's problems and the interpretation of tomorrow's trends. There were two special multi-session Institutes, one on personnel selection and the other on employee training. There was a series of informative reports on progress in personnel administration by CSA Agency members. There was also a series of eight "Meet and Eat" breakfast discussion sessions. Ten CSA Golden Anniversary Awards were presented to five persons and five organizations for distinguished contributions to the advancement of public personnel administration. Recipients were: G. Lyle Belsley, Louis Brownlow, George T. Jackson, James M. Mitchell, Robert Ramspeck; and official representatives of the American Management Association, the League of Women Voters, the National Civil Service League, the National Municipal League, and the Society for Personnel Administration.

THE NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS at Cornell University has been conducting a research project dealing with personnel policies and practices in retail stores in New York State. The project encompasses all sizes and types of retail stores with the exception of retail food outlets and building supply stores. The purpose of the project is

to define the present nature of personnel organization, procedures and policies in retailing in the State; to analyze differences in personnel organization, procedures and policies by type, location and size of stores; and to discover and answer some of the problems of retailers in relation to recruitment, selection, training and wage structure. The study included approximately 550 stores. Mail questionnaires supplemented by phone contacts and interviews were used.

The study will give a good idea of wages, fringe benefits, and personnel operations in retailing in the state. Such information is not now available to retailers and should prove of value as a standard against which individual stores can compare their own operations and procedures. The results of the study are also expected to be helpful in discovering the areas and causes of personnel problems in retailing and in pointing the way toward greater understanding and solution of these problems.

THE COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION held its 10th annual conference August 5-8 at Cornell University. F. Alexander Magoun, human relations specialist, talked about "human relations and these mortals" at the opening session. "A consultant looks at college personnel administration" was the subject chosen by Erwin J. Borrerding, a partner in Cresap, McCormick and Paget, at the luncheon meeting. There was a panel on the status of the non-academic employee. Other panels considered fringe benefits, trends in labor relations and white-collar unionization, and personnel functions.

What's New in Publications

THE NEW JERSEY MANUFACTURERS ASSOCIATION has prepared an *Employer Guide to the New Military Reserve Program*. The booklet was published as an aid to New Jersey employers in understanding the provisions of the Reserve Forces Act of 1955 and its impact on their reservist employees. Copies were sent to the Association's 9600 employer members, to all New Jersey newspapers, and to those New Jersey organizations and educational institutions having an interest in the new military reserve program.

The booklet contains several good charts, and is prepared in the form of questions and answers. The table of contents includes general information about the Act; structure and size of reserve forces; recruitment and training for the Reserve; the military obligation; reserve training obligation; executive order on critical skills; selective service regulations; and the re-employment rights of reservists. The New Jersey Manufacturers Association is located at 363 West State Street, Trenton, New Jersey.

AT THE CONGRESS OF AMERICAN INDUSTRY, held in New York in December 1955, there took place an event of historical importance in labor-management relations, according to the foreword of a new pamphlet published by the National Association of Manufacturers. The pamphlet contains the addresses given at the Congress by George Meany, president of the newly merged AFL-CIO, and Charles R. Sligh, Jr., then chairman of the board of NAM. The purpose in arranging the meeting was to evoke a frank exchange of views which would clear the air and possibly provide a foundation for greater understanding and cooperation between organized labor and management.

Mr. Meany spoke on what organized labor expects of management. He pointed

out that the men at the head of the AFL-CIO have absolutely no power to tell anyone to go on strike, and that he himself had never been on strike in his life, never ran a strike, never ordered anyone to strike, and never had anything to do with a picket line. He cited labor's historic policies, said the Wagner Act went too far, warned on Communism, and emphasized the mutuality of interests of labor and management. In the final analysis, he said, there is not a great difference between the things he stands for and the things NAM leaders stand for. He believes in the profit system, free enterprise, return on capital investment and management's right to manage. No union, said Mr. Meany, can gain anything by putting the fellow out of business who fills the pay envelope.

Mr. Sligh spoke on what industry expects of organized labor. He urged an end to coercion, said that democracy was needed in unions, asked for an end of political retaliation. He upheld the right to join a union. He concluded by proposing a code of conduct under which both organized labor and industry could serve the nation better and more efficiently. The code would have five points: 1) A recognition of the right of every individual to join a union or to refrain from joining as he chooses. 2) No interference with this right through violence, retaliation, subterfuge or coercion of any sort. 3) A striving for the utmost efficiency and productivity and the elimination of economical waste of every type. 4) An end to monopoly, whether on the part of organized labor or of industry. 5) Keep politics out of labor-management relations and avoid trying to obtain by political pressure that which cannot be justified economically.

The price of the pamphlet is 10¢, and it can be ordered from the National Association of Manufacturers, 2 East 48th Street, New York 17, N.Y.

ATTITUDES ON ATTITUDE SURVEYS are examined in an article in the July-August issue of *Personnel Administration*. The article was prepared by the Metropolitan New York Chapter of the Society for Personnel Administration, and is illustrated with cartoons and charts. The authors conclude that while business and industry tend to use a combination of their own staff and consulting firms to plan, conduct and evaluate surveys, Federal agencies use their own personnel staffs almost exclusively. The Federal agencies indicated that most staff members assigned to attitude surveys had graduate training in industrial psychology or personnel management.

While this poll indicates far from unanimous support of attitude surveys as a management device, 40% of the organizations included in this study have used them and continue to use them. Large business and industrial organizations use them more frequently than small organizations and agencies of the government. Government uses attitude surveys least of all. While more of the large companies (36%) considered attitude surveys to be a very effective device, only 52% considered them either very or moderately effective, as against 75% for the small companies and 67% for all organizations included in the study.

The conclusion drawn is that this is a delicate tool which, if properly handled, can produce good results. Otherwise it may prove to be an expensive and upsetting procedure which could do more harm than good. Potential users would do well to utilize the services of trained technicians, at least in the planning and organization stages, if they would avoid such pitfalls as were reported. Also, they should take seriously the cautions raised by this study.

Personnel Administration is the bi-monthly journal of the Society for Personnel

Administration, 5506 Connecticut Avenue, N.W., Washington 15, D.C.

STRIKE ACTION INFLUENCED BY MENTAL IMAGES OF EACH OTHER, is the title of an article by Oswald Hall in the July *Canadian Personnel and Industrial Relations Journal*. Professor Hall is chairman of the department of Sociology at McGill University in Montreal. Mr. Hall describes three sets of images that employers use, and then offers one set that employees utilize. The first image that employers have of their employees, he says, is that of the "big, happy family;" that is, the idea of everybody being in the same boat and involved in the same sorts of interest. This is an image of industrial relations as "sympathetic" relations. In this image, employees are supposed to like their employers and their supervisors.

A second image, a very different one, is based on the old notion of the master-servant relationship. It keeps company with a notion of a "just" wage and a "just" price, and the notion finds expression in the efforts to establish relatively enduring codes to control workers and to control work relations.

The third image is that of the worker as a member of our society who has interests of his own and who forms associations to further those interests. This image of the worker as being a person who joins a multiplicity of associations—and among them the union—seems to correspond most closely to what sociologists know about society, Mr. Hall feels. The employee, on the other hand, often visualizes industrial relations as being essentially power relations. Mr. Hall concludes that the course of industrial relations for any concern will depend, in large part, on the set of images which the employer and the employee have of each other.

Looking Over the Employee Magazines

THE HAMMERMILL PAPER COMPANY, of Erie, Pa., appeals to employees to help in a public relations job, in the June-July issue of the *Hammermill Bond*. The editorial explains that "we at Hammermill have an important public relations job ahead of us—a job calling for the cooperation of every man and woman at the Mill. That job is correcting the wrong impression that some people have about us so far as trees and our forest lands are concerned. These people seem to think that we at Hammermill are engaged solely in cutting down Mother Nature's trees and thus denuding the forests of Northwestern Pennsylvania."

The forestry process is then described in some detail and the piece concludes, "This is the story that we must get across to those people who mistakenly have been looking askance at us—and that is where you come in. Will you help in this important public relations mission by telling the true story of Hammermill's good forestry management to your friends and neighbors? By doing so, you will be helping to build good will for the company of which you are a vital part."

An article on the opposite page tells about Forestry Day at Hammermill, when about 100 pulpwood suppliers, landowners and others interested in the growing and harvesting of forest crops were on hand for an all-day meeting. The meeting was sponsored by Hammermill to encourage safety in woods work and to improve cutting practices in the woodlands of Northwestern Pennsylvania. A special feature of the afternoon session, held on Hammermill's model tree farm near Harborcreek, was the first Tree Farm dedication ceremony in Erie County. John H. Arnold is the editor of the *Hammermill Bond*.

THE OLIVER IRON MINING DIVISION, United States Steel Corporation, opens *Ore, Iron and Men*, with a message from the president. In the July issue he writes "to my

fellow employees and their families," about an industry problem. As our high grade ores are depleted, he says, an ever-increasing percentage of our production must come from the low-grade ores which require beneficiation. As was emphasized to Governor Freeman, our industry is now competing with iron ore sources outside Minnesota for the steel industry's investment for future ore supplies. The future of our industry in Minnesota will be determined by how successful we are in attracting the necessary money to increase our beneficiated ore production. Millions of dollars will be needed for new plants and facilities to utilize our intermediate ores and taconite as replacements for the high grade ores. This is a very real problem for the Minnesota industry and our own Division. We will need the assistance of the state through a realistic iron ore tax structure and the support of all Minnesotans if we are to successfully meet our competition and attract capital investment in our Minnesota iron mining industry.

An excellent article in the same issue tells about "Mechanical Minds at Work." It says that the machines nearest to a human brain within Oliver are located on the first floor of the Wolvin building. Here, in a remote area near the rear of the building, are some thirty machines that shuffle and deal a lot of cards each day. A clear description of the operation follows, well illustrated with photographs. The concluding paragraph is worth noting, especially by editors interested in employee acceptance of automation. "When you view the many tasks performed by these machines at break-neck speed, you are amazed and impressed by these mechanical brains. But the product of the machines is only as accurate as the original records from the cards. The efficiency of the operation is dependent not only on Charley McGreevy and his crew, but also on the accuracy with which all Oliver division employees manually record

every step in the division's operations." Bob Burke is the editor of *Ore, Iron and Men*.

THE CHARLES PFIZER COMPANY, INCORPORATED, BROOKLYN, NEW YORK, has found an unusual way of getting the names and faces of employees into print. In the June-July issue of the *Pfizer Scene* a group of employees and employees' children qualifying as expert tasters are shown tasting samples of medicine manufactured by this pharmaceutical company. Medicine that pleases, that's the aim of the Pfizer Taste Panel, made up of Brooklyn employees and their children who help determine preferences for taste, color and odor in Pfizer products. Over 1,100 names are kept on file of persons who have expressed a desire to participate personally, or through their children, in the program. Separated into three groups—Expert, Consumer and Children—all volunteers will eventually be called upon.

The Experts, so-called because of their tested taste sensitivity, are composed of 30 employees. It is their function to test samples being prepared in the Pharmaceutical Research and Development Department. The Consumer group, comprised of some 300 persons in the Brooklyn plant, laboratories and offices, compare Pfizer products with similar formulations on the market. Their tests, like the Experts', are taken during working hours in a conference room. The children of employees, who make up the largest group (about 800), are provided with product kits so they can take tests at home under the supervision of their parents. They are not supposed to swallow the medicine—just taste it—I was relieved to know. Makes a nice article. Maybe they can do one next month on how you get kids to stop taking medicine once they've formed a liking for the delicious, colorful, appealing stuff, after they're cured. Henry J. Blossy is the editor of the *Pfizer Scene*.

good reasons for working at the company, on the back of the summer number of *The Security News*. Each reason is amplified in a couple of sentences. They are: interesting work; good salaries; promotions; steady jobs; liberal vacations; forty-hour week; overtime pay; congenial people; paid holidays; pensions; free insurance; lunches offered much below cost in company lunch rooms; luncheon allowance given at branch offices where lunches are not available; main office even serves breakfast; job training; personal guidance; education; hospital and surgical service; security club; free checking accounts; loans; saving plans.

A true or false quiz test on telephone manners is presented in the same issue. In case you'd like to test yourself, here it is: 1) Always answer with a cheery hello. (False. Be cheerful, but give your name and department.) 2) When transferring an outside call within the bank, you can reach the operator by moving the plunger up and down slowly. (True.) 3) Pet expressions are part of your personality, use them over the phone. (False—on the phone pet expressions may give wrong impressions.) 4) If it will take several minutes to get information, tell the customer and ask if you can call him back. (True.) 5) Shouting distorts your voice over the phone. (True.) 6) It's not as important to maintain the same degree of phone etiquette within your own company. (False.) 7) Speak to the person at the other end of the line, not at the telephone. (True.) 8) When you receive a wrong number, hang-up immediately. (False, apologize.) 9) To save time, use the customer's name as little as possible. (False. The sound of his own name is sweet music.) 10) It doesn't matter how you replace the receiver. (False. Slamming the receiver is as discourteous as slamming the door.) In a quiz like this, says editor John Ahearn, only a perfect score means good public relations.

THE AMERICAN SECURITY AND TRUST COMPANY, OF WASHINGTON D.C., lists 20

COLONIAL STORES INCORPORATED has a

nice feature in *Colonial Ways*, called Colonials at Home. In the June issue editor C. B. Amann, Jr., visits a do-it-yourselfer and his family. Plenty of pictures show employee George Robinson at work in his backyard boatyard. The story is written in the first person, as if it were really a visit, and the effect is good.

An interview with George Ryder, employee development manager, in the same number answers the question of how Colonial prepares management for the future. In this article the magazine visits company sponsored programs and looks at Colonials in training. Lots of pictures here, too, and an equal amount of good factual information in question and answer form. The introduction puts it: "To provide Colonials with an opportunity to develop the skills and management capabilities which President Seitz recognizes as being so highly important to our growth, our company has developed an extensive group of training programs for Colonials who qualify on all levels of our operation. *Colonial Ways* interviewed George Ryder to discover exactly what programs are available, who is eligible for them and in general what each program is expected to accomplish. In addition, our CW camera visited a number of the programs to give you a picture of Colonials in training."

THE DELAWARE VALLEY INDUSTRIAL EDITORS ASSOCIATION publishes *Byline*, monthly. Robert H. Lee, of Samuel M. Langston Co., Camden, is the editor. In the May number Gabe Danch, of Campbell Soup Company, gives an editor's checklist which should be of help to all industrial editors. Every industrial editor, he says, likes to think his publication is doing an effective job for his company. Yet he should examine his task in the light of these nine questions. Does his publication: help the employee to become more interested in his work? Make the employee proud of his connection with the company?

Re-discuss company benefits? Provide a tie-in with employees' work and company advertising? Provide useful information on safety, health, housekeeping, work habits? Sell employees on management's judgment and integrity? Provide news of other employees—both on and off the job? Prove relationship of company progress to employee progress? Interest wives and families of employees?" Of course, there are many other ways, Danch concludes, in which an employee publication can help its company, but if the publication hits these high spots, it's doing all right.

Venezuela Seminars

(Continued from page 187)

has been heavily attended. For the first time, the Venezuelan Association for The Advancement of Sciences in their Sixth Annual Convention last February heard University students' papers on: Personnel Selection and Placement, Test Application and Use, and Worker Performance Ratings. The Luncheon Seminars have been over-subscribed and well publicized by the local press.

As initiator and sponsor of the Luncheon Seminars, and as manager of the newest organization and management consultant firm in Latin America, I am, of course, proud of the response.

You, and any other reputable professional groups are welcome to print the above letter in part or whole as a status report of our profession in Venezuela.

"Good personnel administration is a matter of character. If it is not in the heart, it won't work. The greater a man's spiritual stature, the less he is likely to think of himself and the more he will think of others. . . . The whole problem is one of character, and that isn't acquired in college."

quoted by Lawrence A. Appley
in *Management in Action* (AMA)

HELP WANTED

WAGE & SALARY ANALYST: (Foreign Employment) Masters degree in Psychology or Industrial Relations plus minimum 8 years' broad responsible work experience in industrial wage and salary administration. Substantial portion of experience must be in developmental work. To assist in developing wage and salary policies, procedures and methods. Must be capable of presenting and securing acceptance of recommendations. For **MAJOR OIL COMPANY** with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include telephone number. Reply Box 453.

POSITIONS WANTED

TRAINING OR INDUSTRIAL RELATIONS ASSISTANT: 6 years broad experience in teaching, methods analysis, budget development, administrative staff work, and training administration. 2-½ years as training director for a federal government bureau, 1200 employees, 3 field offices. Bright future in government but prefer to change to private industry. Midwest or Rocky Mountains. Presently earning \$73.00. M. Age 29—veteran—family. Reply Box 449.

PERSONNEL ADMINISTRATION: B.A., M.A., Legal education; active in real estate and security market. Age 30. Ambition for high level position. Resume available. Prefer East. Reply Box 455.

PERSONNEL MANAGER OR ASSISTANT: Well rounded office personnel administrator with specialization in wage and salary administration and employment supervision in two companies, one large, one small. Eleven years experience. 39 years. Desire \$9,000-\$9,500. Reply Box 456.

PERSONNEL MANAGEMENT: Veteran, age 27, College Graduate B.A. Currently attending Graduate School, Major Personnel Administration-Business Management. Three years military experience Administration, Logistics, Technical. Presently employed two years, Personnel and Salary Administration. Anxious to develop in Employment, Employee Relations, Personnel activities. Commuting distance NYC. Resume upon request. Reply Box 457.

PERSONNEL-LABOR RELATIONS: College graduate, 33 years old, ex-naval officer with 9 years management experience in personnel practices, techniques, safety, security, training, labor relations and some wage and salary at both basic steel plant and durable goods manufacturer's executive offices—desires position with challenge and growth potential. Like to deal with unions. Present salary \$8,000. Reply Box 458.

PERSONNEL ASSISTANT: In medium-sized or small company, 4 years experience as Personnel Administrator, 1 year experience in Personnel Research. B.S. Ind. Psyc., M.A. Ind. Relations. Age 27, Married—Veteran. Reply Box 459.

ASSISTANT PERSONNEL DIRECTOR: A.B. Psychology, M.A. Counseling; age 32, married, 2 children, veteran, non-reservist. Now engaged in varied personnel work which includes employment functions, hosp. and ins., workmen's comp., financial counseling. Co. employs 1400. Desire to become associated with large progressive organization in a position with challenge and opportunity for advancement. Present salary \$6000. Reply Box 461.

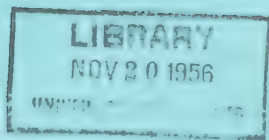
ENGINEER: B.S., General (Safety) Engineering. 6-years safety engineer, 5-years safety director, 2-years personnel assistant. Age 43. Will relocate. For photo, complete resume or interview call ARdmore 1-1505 Chicago or reply Box 462.

DIRECTOR OF INDUSTRIAL RELATIONS: Broad experience in planning and policy making in top level position in formulating and directing all phases of Industrial Relations activities. Record of accomplishments. 19 years experience, heavy emphasis Labor Relations. Manufacturing multi-plant operations. College degree. Age 41. Seeking better opportunity. Willing to relocate. Resume upon request. Reply Box 463.

PERSONNEL: Five years personnel director union-organized company employing 1100. Age 30. Prefer N. Y. C. area. Reply Box 464.

PERSONNEL DIRECTOR OR ASSISTANT: Several years experience in top staff position supervising all personnel and labor relations for small corporation. Desire position offering more potential. Degree and one year of graduate study in business administration. Age 34. Present employer knows of this advertisement. Reply Box 465.

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.



PERSONNEL JOURNAL



November, 1956

Volume 35 Number 6

Holding Up a Mirror
for Personnel Directors
S. Avery Raube
and *Guy W. Wadsworth, Jr.*

Directing Participation: Some
Forces at Work in Most Groups
Eugene Emerson Jennings

Tests Help Us Pick Good People
Myrtle M. Nichols

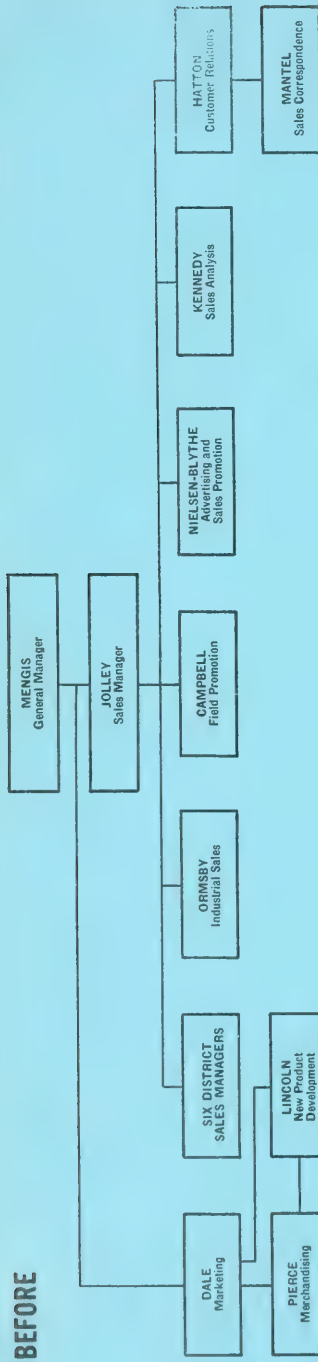
Wage Criteria: Their Validity
in Wage Determination
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Your Boss is Your Training Director
Edward N. Hay

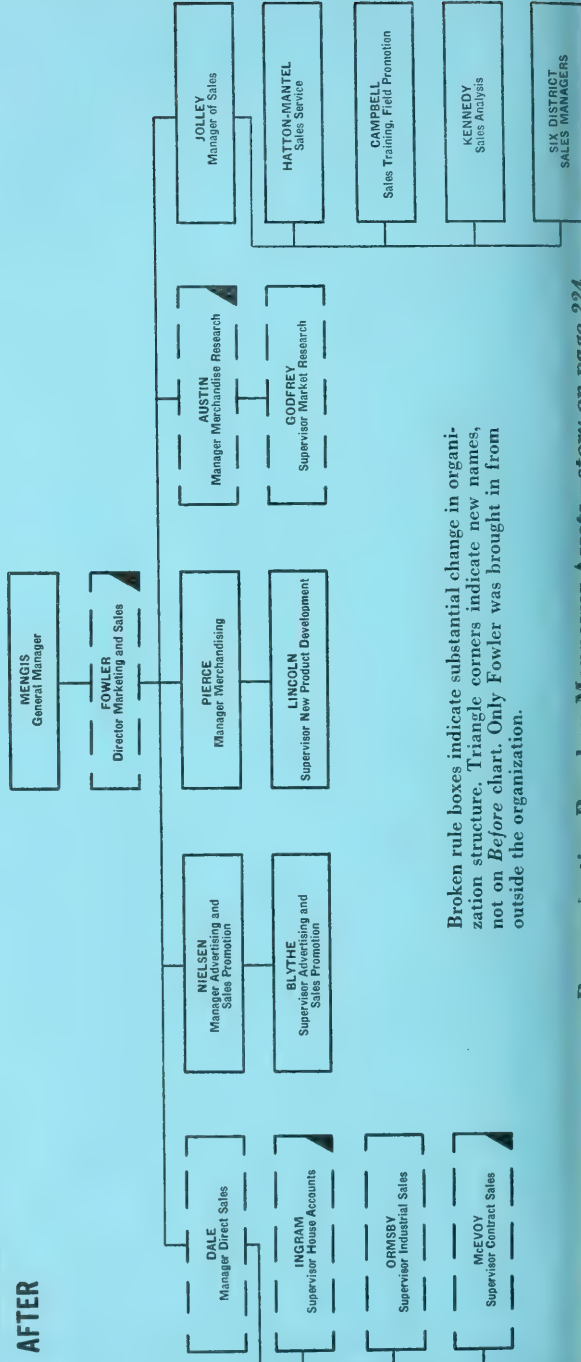
Company Editors Ease the
Advertising and Selling Job
Mae Aucello

As You Were Saying—
Willem Spits
Alice M. Linden
Henry J. Blossy

BEFORE



AFTER



Broken rule boxes indicate substantial change in organization structure. Triangle corners indicate new names, not on *Before* chart. Only Fowler was brought in from outside the organization.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

Number 6

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

Conference Calendar

NOVEMBER

- 15 St. Louis, Mo. The Chase-Park Plaza
National Industrial Conference Board Inc. General Session. NICB, Inc., 460
Park Avenue, New York 22, N. Y.
- 29-30 New York, N. Y. Hotel Statler
Society for Advancement of Management Inc. Operations Research Conference,
SAM, 74 Fifth Ave., New York 11, N. Y.
- 29-30 New York, N. Y. Biltmore Hotel
American Management Association. Special Personnel (Supervision), James
M. Black, Div. Mgr. AMA, 1515 Broadway, Times Square, New York
36, N. Y.

JANUARY

- 17-18 New York, N.Y. Hotel Commodore
National Industrial Conference Board. General Session. NICB, 460 Park
Ave. New York 22, N.Y.
- 28-31 Los Angeles, Calif. Hotel Statler
American Management Association. General Management Conference.
AMA, General Management Division, 1515 Broadway, Times Square,
New York 36, N.Y.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

THERE IS A LOT TO BE SAID IN FAVOR OF SOUND UNIONISM but some people seem to lack any sense of perspective. One of the most impudent actions in history was that of the United Auto Workers attempted boycott of Kohler Company products. This, as everyone knows, was the outcome of a 2½ years strike in which the union members were replaced by others and the union eventually de-certified. Vast sums were spent from UAW headquarters to bring every possible kind of pressure to bear on the Kohler Company, culminating in a request to the AFL plumbers' union to refuse to handle Kohler products. This request was not honored by the plumbers' union, but in at least two municipalities pro-labor City Council was urged to pass resolutions favoring cooperation with the UAW boycott and one did so. Recently, the newspapers reported that the Waterbury, Connecticut, Board of Aldermen has withdrawn its June resolution, after city counsel ruled that it violated the City Charter requiring that contracts go to low bidders. The New Haven Board of Aldermen rejected the boycott resolution by a 20-7 vote. The reversal of Waterbury's stand came about after an intensive Chamber of Commerce drive throughout the city. The Kohler Company reports that August production was close to pre-strike levels.

WE COMPLAIN A LOT ABOUT HIGH TAXES, which do indeed hit many of us pretty hard. The chart on the inside cover of PERSONNEL JOURNAL for September 1953 shows you how much better the wage earning group fared in the past fifteen years as compared with the salary group. The effect has been more pronounced as you go up the salary scale. However, we can all be very thankful that there are not as many people as there used to be accumulating large fortunes and placing them at the disposal of poorly trained sons

and daughters. The greatest legacy of the great depression has been the enormous improvement it has brought about in the well-being of the mass of the population. So, every time I pay a tax I groan and yet feel grateful for what has been done for the greater number.

PERSONNEL PROVERB

"A sound industrial and public relations program is Democracy's ticker to the last boat."

quoted by Lawrence A. Appley
in *Management in Action* (AMA)

A PERSONNEL JOURNAL "PROBLEM CORNER" was proposed by J. J. Kessler, Vice President of John B. Stetson Company, Philadelphia, in our July-August issue. A. W. Grotefend, personnel director for the Pittsburgh Plate Glass Company at Creighton, Pa., suggests two items which might be considered problems: (a) the need for a dictionary of personnel and labor relations, and (b) the need for a textbook on personnel accounting.

"Progress," says Mr. Grotefend, "can come only as we learn to measure the results of human effort applied to a problem. In labor relations we have the problem of grievances. Frequency and severity apply to grievances. Why can't we learn to adopt uniform measuring formulas in these matters? Or take the problem of safety. Until engineers developed two accounting formulas in this field, dealing with uniform measures of frequency and severity, little sustained progress was seen in making the factory a safe place to work. It helps a lot when we can measure what we are doing, department by department. We've tried it with some success on absenteeism, our U. S. Bond drive, our United Fund campaign. I believe that measuring devices, while not as accurate in the social sciences as in the physical sciences, are essential to progress in this

new and growing science of personnel administration. . . . I never fail to get some good advice from the *Personnel Journal*. Each issue peps me up. Many thanks to you."

Studies have been made and papers have been written on methods which have been used to evaluate the worth of several elements of personnel programs. It would take much hard work and digging to collect the data, but I shouldn't wonder if some personnel man is even now preparing the "personnel accounting" textbook our friend wants, and thereby raising his stature in his chosen field.

BUSINESS WEEK NOT LONG AGO HAD AN ARTICLE under the questioning title, "Do Training Programs Work?". This was followed by these sub-headings: "Harvard group suspects that company-imposed programs probably are ineffectual"; "Best thing, says Harvard, is to give employees a chance to forge ahead on their own." This July 21st article went on to report that many companies, seeking to improve employee relations, have been spending more money and giving more attention to social sciences.

Professor Abraham Zaleznik of the Harvard Business School has made a study of some of these company programs and suggests that they are not all they appear to be. Putting it in a nutshell, he says, "Management's biggest job over the next few decades isn't to develop projects for motivating workers but to find out how to let them surge ahead on their own." This means he thinks there will be many new research studies on how people behave.

While Professor Zaleznik's comments are applied chiefly to operating workers, it would appear that they may have equal force in the management group. The big cry today is "executive development", but all who have been through it realize that the best development comes from the stimulus

of a good boss, and the results come from your own efforts under that stimulus.

Somebody in the executive training program at Westinghouse a couple of years ago remarked that "You cannot push or pull a man through the process of development; you can only help him to improve himself." There is still another phase of executive development so far largely overlooked. This is the analysis of the individual in order to determine in what respect he needs improvement. When you know the man better—know his strengths and weaknesses and what his life goals are—you will then be in a position to judge how well he is able to grow in the direction he wants and help him in that effort. The soundest corporate organization likewise springs from a better and more detailed knowledge of the capabilities of each member of the organization.

PERSONNEL PROVERB

When you call upon a thoroughbred he responds with all he has; but when you call upon a jackass, he kicks or refuses to budge.

—Minneapolis City and County
Laborers' Local Union #363

THE EMPLOYEE SELECTION AND DEVELOPMENT OFFICER of a large Eastern company has just requested reprints of a series of articles on "The Field Review Method of Employee Evaluation and Internal Placement" by Guy W. Wadsworth, Jr., now president and general manager of Southern Counties Gas Company of California. The series was published in 1948! I hesitate to mention the incident, for we have only a single file copy of the series left. But it serves as a jumping-off point for the observation that we who work on *Personnel Journal* are continually amazed—and highly gratified—at the large number of requests for reprints of articles, and the number of companies who consider it worth-while to make their own reprints when we are unable to oblige them. When you write a thought-

ful article for P/J, it's quite likely to be picked up and brought to the attention of additional readers in establishments over the world, remaining in useful circulation for months and even years.

Look over with me a batch of letters received in recent months. Here's one from The Bell Telephone Company of Pennsylvania enclosing a copy they made of "Tips to a College Man Going to Work" by Robert N. Hilkert; the article appeared in our May 1954 issue. The Lockheed Aircraft Corporation got out copies of Herbert O. Eby's "Ten Ways to Help Build Union Responsibility", published in December 1955. "Supervising Women is Different" in the same issue, by Vollmer and Kinney, was picked up by the Signal Corps Engineering Laboratories at Fort Monmouth, N. J. The Foreman's Digest of Englewood, N. J., writes for permission to reprint my own remarks in the May 1956 Editor to Reader on compulsory unionism. The Northwestern Bell Telephone Company of Omaha made 250 copies of "Toward Better Self-Understanding" by George C. Houston, appearing in January of this year. Personnel Management Abstracts of Arlington, Virginia, selected "24 Ways to Better Communication" by Thomas R. Nilsen in October 1955 as a feature article. The Social Science Reporter, Menlo Park, California, quotes at length from "What Employees Want to Know" by Kirchner and Belenker in our March 1955 issue. And so it goes.

Not only our full-fledged articles are seized upon, but even shorter items in "the back of the book". For example, Joseph E. Canning of The American Economic Foundation, New York City, was stopped by a paragraph in our *Across the Editor's Desk* section which, in turn, referred to a feature story in the *Hammermill Bond*, an employee magazine. Mr. Canning used the idea he gleaned from Dorothy Bonnell's "gleanings" in his "How We Live in America" film series.

To me, all of this indicates that we are

doing reasonably well in providing our readers with a balanced fare, having at least something in each issue to interest and prove profitable to practically every reader. A number of letters attest to that; I don't always have an opportunity to express my appreciation as I would like to, and hope that this will serve as a general "Thank You!"

PERSONNEL PROVERB

"There are more men looking for a position than for a job, and more men looking for a job than for work."

—Earl Wilson

WHAT NAME IS APPROPRIATE FOR A CLUB whose members include personnel managers, industrial relations directors and the usual complement of specialists in the training, communications, safety and other fields? Leroy J. Brenneman, personnel director for the City of Phoenix, Arizona, queried me on the subject in midsummer. He had recently assumed the presidency of the Phoenix Personnel Club; he and other club members were concerned with finding a better name.

"On our Board of Directors," wrote Mr. Brenneman, "we discussed the title of 'Phoenix Personnel Management Association'. We have also discussed the possibility of naming the organization 'The Phoenix Industrial Relations Association', but some hold that this name is not all-inclusive."

My own view is that the phrase "industrial relations" has no clear meaning; in addition, the function, whatever it may be, applies to industry and not to retail trade, banks, insurance and similar activities. The best compromise I could suggest was "Personnel Administration Club". Does anyone have a better idea?

Ned Hay

Holding up a Mirror for Personnel Directors

Leaders in the Personnel Field
Consider Personnel's Present and Future

You ask me," writes S. Avery Raube, "whether personnel directors have the status they deserve in the managerial line-up and how, in general terms, they can develop themselves and improve their ways in order to make a more responsible and respected place for themselves." Mr. Raube is Director of the Division of Personnel Administration of the National Industrial Conference Board, New York City.

From our observation post here at The Conference Board, it looks as though there are not only a large number but also a growing number of personnel officers who are full-fledged, major executives. They not only "report" to the chief executive officer of their companies but they also are in reality key members of the top management team in every sense of the term.

But when you take a broad look at the vast number of companies that have "personnel directors", the picture is an exceedingly bleak one. In these instances, the man in charge of "personnel administration" is a member of the third, fourth or fifth echelon; in many he is not much more than an office boy with an office. If in these companies he has any stature at all, it's because he handles negotiations with the union. In those cases, he probably spends 95-100% of his time on union matters and the things that make for internal harmony, high morale and high productivity and efficiency are getting zero, or close to zero, attention.

My considered answer to your question as to how he can lift himself out of this incongruously low-level kind of situation is as follows:

What about the present and future of the personnel function, and the place of Personnel Directors in the managerial hierarchy? That is the question we asked a number of leaders in the field of personnel administration. Their answers, to be presented from month to month, may give you "furiously to think" and help guide your future course.

1. He must, himself, have high personal principles and be resolved and dedicated to live by them.

2. He must possess sufficiently high mental ability and moral fiber to be able to sell to his management the concept and the full acceptance of the concept of *management by principle* as contrasted with *management by expediency*.

3. He must be sure he knows what his job as the company's personnel officer really is and, if necessary, teach this and sell it to his company's officials.

4. He must understand and be able to apply the principles of sound corporate organization.

5. He must get his top management members to get the company's personnel philosophy, principles or policies down on paper so that everyone in the company knows what these objectives are and so that he, the personnel officer, can be an effective watch dog on these human relations matters.

6. He must be familiar with the

problems and with the intimate workings of all the major activities and functions of the company.

7. He must always be prepared with an effective program to deal with important personnel problems as or before they arise.

8. He must be forever self-effacing, letting the real personnel directors (the line managers) get the credit which they fully deserve for a good job of personnel administration.

9. Within the framework of sound principle, he must learn to base decisions on fact.

10. He must develop within himself a sharp awareness of the perils and inane-ness of surrendering leadership in human relations matters to any unqualified individual or group.

Of course, it goes without saying that the personnel man has to *earn* any elevation in his status. Yet my impression is that some of them think their colleagues are half or wholly stupid if they don't rush to confer top status on them regardless of the kind of contribution they have made to the success of the enterprise.

* * *

Guy W. Wadsworth, Jr., President and General Manager of Southern Counties Gas Company of California, Los Angeles, responds to the same inquiry as follows:

The status of personnel directors in the management line-up is frequently less than it can be made to be. One reason, perhaps, is the origin of the personnel function itself. It had a most modest beginning. It was initially conceived as a "relief job," i.e., that of taking over from busy supervisors the task of rounding up applicants for employment (a chore, incidentally, which many supervisors would gladly have retained), and generally heading up a miscellany of activities relating to the "human end of the business."

The personnel man himself was usually either someone grown old in company serv-

ice whose performance in his better days was such as to justify "making a place" for him, or he was some reasonably promising young fellow who was being "brought along" until he could be given something really important to do. He sometimes took over unpopular jobs, such as firing undesirables that the supervisors did not have the nerve to fire, and he otherwise conducted a species of out-clinic to deal with so-called "personnel problems." Certainly very little that transpired in the Personnel Departments or Employment Offices of the late 1920's and early 1930's was such as to suggest that a major function of management was in the making.

PERSONNEL MEN FILLED REAL NEED

Numerous developments have changed this. The ascendancy of the labor movement and the great revolution in labor costs, as we know them today, were factors. Labor scarcities turned employment into a seller's market. It became as difficult to keep people on the job as to get them in the first place. This finally brought home the need for trained specialists in the personnel field, and was perhaps the first step up. Managements which, at first, felt they "could use" a personnel man found out eventually that they really needed one. But even this change of heart did not serve to establish the personnel function at upper management level.

From this point on, the place of personnel administration in management became an individual matter, depending considerably upon the vision, "know how" and forcefulness of the man in charge. He needed vision to conceive a plan of action which, if placed in operation, would bring about the application of sound personnel principles in day-to-day dealings between boss and workers throughout the company. He needed administrative "know how" to bring about acceptance of his program. He needed forcefulness within a constructive meaning of the term—persistence, and persuasiveness coupled with manifest competence. Above all he

needed to shed the tradition of forcing a personnel program upon other staff and line executives by edict from the president of the company. In a word, he had to build his place in management in much the same manner as that in which other specializations in management—accounting, engineering, operating, and so on—had done so.

MANAGEMENT KNACK REQUIRED

As an opinion, the ingredients necessary to placing any given function at the upper level of management are much the same from one profession or specialization to the next. All of us have known technicians who were not administrators—people who could not bring about the results they sought through the efforts of other people. The point of departure seems to be whether you want to be “the expert” yourself, or want other people to deal expertly with the matters for which you have ultimate management responsibility.

This applies peculiarly to the personnel function. And any personnel program worth its salt to management is one directed toward getting a sound personnel job done wherever it is needed, performed by whoever should perform it. Accordingly, only management knack can place the personnel function at the top level where it belongs.

There is one comment with which I hope personnel people will ultimately dispense. I have addressed a number of personnel gatherings. In almost every instance, sooner or later, I have been treated to this sorry observation—“the only trouble with your talk is that the ‘right people’ were not here to listen.” That, of course, means that it’s the top man in the company or other upper-level executives that need a talking to about personnel. To me, it is a thinly coated lamentation, wholly unbecoming anyone who really expects to place his management function at the top.

I know as well as anyone that achievement of proper recognition of the personnel function is an uphill battle. I know that

many management people who vocally endorse a personnel program actually give ground reluctantly at any point where it means surrendering any pet idea regarding people, or abdicating one vestige of the “authority” they regard as indispensable to running a job in their own way. I know that people in the industrial relations branch of personnel administration are frequently tripped up by supervisors and executives who do not “go along” in daily practice with concessions to unions with which they do not personally agree. And a much more extended bill of particulars could be drawn up, if there were any point in doing so.

In any case, there is no ready-made place in management which a Personnel Director deserves merely by dint of his title. He is either a top-flight executive, shrewd and persistent in application of sound management principles and practices to his job, or he is not. And therein, to my notion, lies the answer to such question as there may be about the position he deserves in the management line-up.

Editor's Note: Our thanks to these friends for their thoughtful statements. Other letters on the same subject, with and without identification of the writers, will be presented in succeeding issues. The order of their appearance implies nothing about the value placed upon them; all are greatly appreciated.

“What the world requires is more elucidation of the obvious and less clarification of the obscure. If we could only act on what we see and know, we could probably accomplish much more than by just furrowing our brows over the mysteries and profundities of life and trying to make some sense out of them.”

J. R. Cominsky,
publisher of *The Saturday Review*

Directing Participation: Some Forces at Work in Most Groups

By EUGENE EMERSON JENNINGS
Michigan State University, East Lansing

THE tendencies that affect the direction of group members' participation are of great importance to the training director who is most interested in developing a well organized group discussion. The tendency to participate increases as the group members become aware of differences in opinion; this was stated as a theory in a previous article. Likewise, there is evidence that other members' participation will be directed largely to members who have divergent opinions. In one instance already cited, all the members except one were in substantial agreement; the group addressed nearly five times as many remarks to the divergent individual as to the others.

Festinger and Thibaut based a study upon the premise that the amount of communication depends on the size of the discrepancy between opinions. They experimented with groups possessing a wide range of opinions and noted, for example, that if six members held extreme opinions and only three members maintained conservative opinions, the preponderance of communication would be addressed to the very extreme opinion holders.

These results can be applied to the training situation. The training director who attempts to find out how each member feels about a given subject is providing the trainees an opportunity to direct their communication in an effective and satisfying manner. They are able to determine to whom they should address their remarks. The reason why many trainees are reluctant to be among the first to talk in a group situation and to get the ball rolling is because

What to do about the trainee who tries to capture more than his share of the group's attention . . . how bring about general participation rather than letting a few of the best-liked or most-respected members do all the talking? The author answers such questions. He points out that a member who holds divergent views is valuable but must be understandingly handled. This is the fourth in a continuing series of articles.

they fear or are uneasy about not knowing what other group members believe, and which have the most extreme viewpoint. Knowledge of these facts helps them get more satisfaction from participation.

The training director cannot hope to arrive at some kind of group decision unless he recognizes the holders of divergent opinions in the group. He can direct his remarks to these people or stimulate other trainees to refer pertinent points to them. This directing of participation is useful in subduing the individual who assumes an extreme position for the purpose of getting attention. There are many trainees who will not cling to their position as steadfastly as they might, if they are forced to command attention by stating divergent opinions. Recognizing them early enough and directing discussion their way will mellow many a trainee who sets about to be the center of attention.

Probably the most prevalent theory,

and the most often misunderstood, is that of directing communication towards others who are responsive. In a way, this seems to oppose the principle to direct attention to trainees with conflicting opinions. However, there is no basic conflict between possessing divergent opinions and being responsive to other people's opinions. One can learn to recognize the other person's point of view without necessarily yielding his own.

RESPONSIVENESS AFFECTS PARTICIPATION

However, it stands to reason that if a member is perceived as very resistant to changing his view, the tendency to communicate to him decreases. Furthermore, as Festinger states, if it seems that communication to a particular member will be likely only to increase the discrepancy between him and the communicator, the tendency will be not to communicate to him. In other words, the desire to reduce discrepancies among individuals creates the tendency to communicate only to those who will be responsive.

It is also interesting to observe the tendency for trainees who hold middle or conservative views to attempt to persuade one individual at a time, rather than address remarks to the whole group. Festinger reports a study with a group of chemical psychologists who were discussing their differences in rating applicants. While those with extreme opinions addressed 38% of their communication to the whole group, those with middle opinions addressed only 29% of their communication to everyone.

These data suggest a simple procedure that has paid great dividends in my own experience with groups. Whenever in the beginning of the session a trainee states a divergent viewpoint, I attempt to get another person to state an equally divergent view. This prevents the first trainee from "running away with the show" and capturing the major share of the group attention at the outset. If, however, a fairly con-

servative opinion is stated, I merely attempt to get another opinion and not necessarily an extreme one.

LEADER MAINTAINS BALANCE

If the group is led to discuss the subject in this manner the chances are the second opinion will be rather conservative. If it turns out to be an extreme position, the training director knows that this position is taken by a man who is bent on getting his position defined without caring to know what others feel. This borders on self-oriented activity of the type that comes from a trainee who is not considerate of other people's feelings. In that case I then attempt to get an equally divergent opinion stated also. However, if the extreme opinion does not come until after considerable discussion of several viewpoints, I have usually found this individual to be well informed and responsive to other people's opinions. Upon this individual's argument can be pinned much of the remainder of the discussion.

Another major theory deserving mention is that the participation is directed toward group members who have the most status in the group. By "status" is meant liking, respect or admiration. In other words, in addition to the other principles mentioned, whether or not a trainee is well liked or respected will influence not only his own participation but also that of the other members.

DISCUSSION CENTERS ON HIGH-STATUS PEOPLE

Hurcortz, Zander and Hymovitch found that group members who occupy low status in the group communicated less frequently than the "highs", and when they did talk they talked mainly to members of high status. They suggest that centering communication on the high-status members may be attributed to the desire to be one of them. Furthermore, the higher-status members

will direct their participation to other high-status people.

In a nutshell, this means that people whom the group, either through past relations or through relations in the conference room, comes to respect will direct their discussion primarily toward each other, and group members who are less respected will direct their participation toward the highs also.

In a study I conducted, in which each group member was asked to indicate two members whom they respected the most for leadership ability and whom they liked the most, it was found in the ensuing discussion that their remarks were generally directed toward the three trainees who evolved as the most respected and liked. In this study, since there was no one with extreme views, the tendency to direct participation toward highs was in itself a primary factor. However, in another group in which two members had extreme viewpoints, the major share of the communication was directed toward them as well as to the other two trainees who were well liked and respected.

It is also noteworthy that trainees occupying high-status positions made more attempts to influence the behavior of other members, including the lows, than trainees occupying low-status positions.

MEANING TO TRAINING DIRECTORS

What do these data mean to the training director? First of all, it gives him a quick way of determining who are the most respected and liked members of the group. The trainee to whom most communication is addressed represents the informal leader of the group, unless he has extreme opinions. Secondly, the lesser leaders or "followers" can be identified so that they can be drawn into the conversation and given status.

But, most important, is the opportunity that is afforded to understand why some trainees who have not been active in the discussion take extreme positions. On

several occasions I have noticed this take place, and prevented it from disrupting the group by directing the discussion of a high-status member to the low-status member in particular.

What often happens is that the training leader directs the discussion to include primarily the high-status members. That is, he may ask a high-status member to comment on a remark made by another high-status member. This may be necessary at times but it is generally unmotivating to the group as a whole. The most important skill that the training director has is that of bringing everyone into the discussion without occupying time and material. This can be done most effectively by recognizing to whom discussion is and is not directed, and the reason why, and using this information to equalize the discussion.

CREDIBILITY A CONTROLLING INFLUENCE

Of course, the credibility of the communicator, whether trainee or training director, is a powerful force in directing participation. A principle that Hovland, Janis and Kelly postulate in their book on communication and persuasion is that an individual's tendency to accept a conclusion advocated by a trainer will depend in part on how well informed and intelligent he believes the trainer to be. The criterion is not always the education of the trainer, or his propensity to "gas", or his unusual choice of words. These may or may not count. But in addition, credibility depends upon whether the speaker is a constant initiator of ideas. The comment of a highly respected trainee may be as potent as if he knew all about the subject. But if he constantly "spouts off", there usually comes a time when he loses credibility.

In making that observation, I speak from experience and not from controlled experimentation. I have observed that participation does not swing to the same trainee more than one-tenth to, at most, one-fourth of the time if it is freely directed. That is to

say, if an individual tries to monopolize attention there are certain forces that prohibit him. For one thing, there is the competition from other trainees for attention, even to the extent that they will withhold credibility from another trainee who has captured too much attention. At this point the validity of the idea may not count at all, but what does count is that one trainee has had more than his share of attention.

Often when this happens a perfectly good idea is discarded by the group, and a rehash of the incident with the training director afterwards may bring the diagnosis of "ill-timing." Sometimes the training director has been responsible, having thrown too many opportunities to one group member. Whatever the cause, one thing seems sure to this observer. The acid test of a trainee's skill in group discussion is whether or not he can maintain credibility and at the same time keep up a constant flow of ideas.

RESISTANCE TO IDEAS A FACTOR

Of course, resistance to influence may affect direction of participation. One aspect of this problem is the willingness that trainees feel to accept ideas contrary to their own. The case is rare where all trainees do not feel free to give a hearing to foreign ideas. Likewise, the case is rare where all feel equally free to accept foreign ideas. What often occurs is that some trainees have a noticeable receptivity to new ideas, and if we hold everything else constant, which is of course only a theoretical possibility, it is very likely that direction of participation is influenced by the perceived receptivity of the members.

Resistance to ideas, on the other hand, may actually provoke directed participation. This was illustrated in an experiment in which four trainees were informed privately, and without mentioning any name, that one of them was inclined to resist ideas of a nature implied in the subject matter. No trainee knew which one was meant. As

each had his turn at his presentation he first made democratic gestures to the group. But when each eventually formed an opinion as to which one resisted ideas, he directed the conversation toward that member.

As this experiment was continued with numerous groups, it was obvious that some trainees avoided this individual who, they assumed, resisted ideas. Interviews revealed that they did not highly value such individuals, whereas those trainees who had directed most of their attention to the one assumed to resist ideas, highly valued such resistance. In other words, they attached to resistance a condition of independent thought, which they admired.

In addition, the trainees who directed remarks *to* rather than *away from* those who resisted ideas, thought they were following instructions. When they were instructed to work for group consensus they, as you might expect, gave considerable attention to those who they imagined resisted ideas, regardless of whether they valued such independence. When, however, the instruction was to work for general understanding but not necessarily agreement, the value they placed on resistance to ideas influenced whether or not they directed attention to the trainee who they supposed resisted ideas. Although these data may not prove too much, they might suggest that a more democratic type of participation will occur when agreement is not necessarily the objective of the training program, provided, of course, there are some who are perceived as resistant to ideas.

Frequently, a personnel executive succumbs to the temptation to gather unto himself greater and greater authority and responsibility for human relations. The more he does so, the closer and closer he gets to the end of the limb.

Lawrence A. Appley
in *Management in Action* (AMA)

Tests Help Us Pick Good People

By MYRTLE M. NICHOLS
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Waverly Press, Inc., Baltimore

THE usual purpose of testing is to understand someone better. Whether he be a child in school, a youth planning his career, a member of the armed services being classified for special training, a senior citizen adjusting to retirement, or an applicant of any age seeking employment, his aptitudes are the best indication of his potentialities.

Tests are designed to measure abilities and interests; what they actually do is ascertain what an individual does in certain controlled and standardized situations. From these measurements the estimate of capacity for future accomplishment is an inference: a statistical probability not a certainty. Not yet can tests sample and predict all aspects of human behavior or plumb the depths of vocational purpose.

To forge ahead in a field of activity presupposes aptitude for it. Capacity to become proficient in the task at hand and to find in it a certain zest and emotional satisfaction is vitally essential to physical and mental health and happiness, whether it be in the field of education, business, government, a trade, or a profession.

Misdirection of effort is costly; loss is incurred by society at large when ambitions of its individuals are ill-advised, when situations do not challenge their full development or when, on the other hand, the levels of aspiration too far exceed their limitations. If a person is misplaced in his work he may find that adjustments are increasingly troublesome in areas of interpersonal relations among family and friends, thus starting a spiral leading even to mental or moral breakdown.

So it evolves that the obvious primary

No test or battery of tests can be absolutely relied on to show how well a person is qualified. But good tests, validated by the user, are generally reliable in spotting those who probably would not measure up to requirements. Mrs. Nichols tells what sort of tests she uses to pick people who are likely to do well on one of the many jobs involved in printing this and about 150 other magazines. The program she describes has been developed over a period of some 20 years. The story is from "The Kalends", the company magazine.

function of aptitude testing is to better predict the probabilities of success in an occupation under consideration. Related uses are to discover latent and unsuspected talents, suggest possible alternate fields, bring to attention endowments which might be capitalized, as well as deficiencies or disabilities which should be recognized and removed or compensated for and, in general, provide the subject (whether youth or adult) with food for thought about himself and his future relations to the world of work.

The late Dr. Walter V. Bingham, if not the father of psychological testing, was certainly a pioneer in the application of its principles to practical affairs. Being conservative, he never endorsed extravagant claims. Just before his death after 40 years in the field, he wrote: "vast areas are yet to be explored and understood before we can reduce testing and selection to the scien-

tific exactness of, say, mechanical engineering." He stated frequently that no known scheme can grind out the exact solution to an equation which contains so many variables and unknowns and added that there are compensations for this lack because such a forecaster would be tempted to rob his client of the privilege of self-discovery.

Self-knowledge is a gradual growth, in reality a life-time process. To gain a clear understanding of one's aptitudes and interests is an achievement of years of conditioning, rather than hours. Not often does one choose an ultimate goal early and work directly toward it from childhood to manhood. This may be fortunate. Otherwise he might never have many experiences which broaden and enrich his life. Forks and detours become obvious only as they are approached, and perspective varies accordingly. 'Tis better to travel than to arrive.

KINDS OF TESTS USED

In our program these are the principal types of tests, not necessarily in order of use or importance.

1. *Performance tests* of achievement and proficiency are in many ways the simplest and the most satisfactory.

2. *Trade tests* of knowledge and skill are closely related to performance tests and may be both written and instrumental.

3. *Aptitude tests* bring to light potential abilities and capacities in nine or more classes, such as spatial relations, form perception, finger dexterity and motor ability.

4. *Intelligence tests* provide a measure of mental alertness and appraise the ability to think, to reason. Measurement of intelligence is complicated by the fact that there are many types of intelligence. The specific test used may not select the type that is particularly important for the job under consideration; hence it is desirable to use more than one. Since basic tests are essentially verbal, (vocabulary, reading

comprehension, analogies) a non-verbal form is preferred for use where there is a language barrier, as with the foreign-born, and at lower educational and cultural levels. Let's look at it this way: a bright person in a dull milieu may not know words that even a dull person in a bright milieu would know.

TESTS HELP WEED OUT

Tests in this group are of more value in determining a minimum below which an applicant has little or no chance for reasonable success than in rating relative merits of those whose scores are high. Also, they better predict how well a candidate will make out on a job he has not held. (The question of how well an incumbent has made out is best answered by his performance!)

Situational tests as in social, sales, and supervisory relationships have some value in screening. Negative results, indicating lack of knowledge, are almost certain predictors of failure. On the other hand, positive results may not be reliable, since knowledge alone does not guarantee adequate performance. You see it is not only a matter of what we have; of equal importance is how we use it.

Appraising learning ability is not a modern idea. As early as 1894, Cattell of Teachers' College, Columbia University, designed tests for use with children, and in 1905 the French psychologist, Alfred Binet, attracted world-wide interest by his development of a mental-age scale. At adult level both verbal and non-verbal forms were administered to over two million soldiers in World War I, with some degree of success but considerable disappointment. With alterations and improvements, new and revised forms were used in World War II with such outstanding results that they have since found wide-spread use in business and industry. But a scholar has recently reported that, as in gunpowder and movable type, the Chinese started things in in-

telligence testing. As early as 165 B.C. the Han Dynasty ruled that the only way a career man could get into civil service was to pass a formidable group of tests. This system endured as long as the Empire did—until the Revolution of 1911.

Inventories of interests and personality traits are an important part of any broad testing program but less progress has been made in these areas than in those previously mentioned. Both of these tools are in a continuous process of research and experimental usage. Their widest application has been among students and others seeking guidance, since under these conditions results are likely to be less subject to faking and therefore much more reliable.

IDENTIFY JOB SUCCESS PATTERNS

For selection purposes an analysis begins with the discovery of patterns believed to be associated with success on the job under consideration, but one obvious difficulty arises from the fact that in a dynamic industry the nature of things is constantly changing. New methods or equipment almost certainly call for revised job descriptions; not so automatic is the re-evaluation of job specifications required to meet the new challenge.

We are often asked if we "believe in" aptitude testing, to which we are inclined to respond: Do you believe in your telephone? It can be useful in many ways but what you accomplish with it depends largely on how well you use it. You can lose a sale or, for that matter, a friend over the 'phone just as readily as you make one. A test is valid only when it measures the ability it is assumed to appraise. It is reliable if it is consistent, if it tends to give the same appraisal each time it is applied. A test battery may be effective in one situation and a failure in another. "Packaged" programs are rarely satisfactory; like ready-made clothes, they are likely to fit better with alterations.

VALIDATE TESTS ON THE JOBS

Two methods of validation are in use: analysis of test scores of present employees together with appraisals of their performance, and follow-up procedures in which all new employees tested are compared as to performance six months to one year later. We have at this stage no technique that will predict accurately for every individual. Everyone knows of someone who appeared well-qualified but who subsequently failed, and of at least one marginal selection who turned out splendidly. Selection methods can be judged only on average success. You would not consider rating a ball player on the basis of one time at bat, but rather on his batting average for the season. Testing is evaluated by determining how well it succeeds with a group.

In the final analysis, the value of any set of selection procedures is measured by the results in quantitative and qualitative productivity; in worker morale as expressed in attendance, attitudes and job tenure. Testing is just one of seven steps on our flow chart; its position shifts according to individuals and circumstances, but usually it is the fourth successive hurdle.

In a complex enterprise it is well-nigh impossible to isolate the effect of various contributing factors. During the past two decades new equipment and materials, improved methods, better training and supervision have all played a significant role in the health and growth of our enterprise but it is believed that there can be no more important factor than enlightened selection of personnel. Tests, as tools toward this end, must be used cautiously to be effective and to prevent waste and injury. Even when all our scientific knowledge is most earnestly applied, mistakes do occur and, unlike doctors, we do not bury them. In a moment of reflection it seems that penance may be done by living with them.

Wage Criteria: Their Validity in Wage Determination

By A. L. GITLOW
New York University

LABOR and management come to the bargaining table, or the arbitration proceeding, armed with arguments which, appealing to logic and reason, justify their respective positions. These appeals to logic constitute the criteria, or standards, by reference to which collective bargaining and arbitration decisions frequently seem to be hammered out. Widely known and cited, they include: (1) productivity; (2) ability to pay; (3) comparative wages; (4) cost of living; and (5) minimum budgets.

What are these criteria? How useful are they? Are they of equal importance? The relationship between each criterion and wage determination may be briefly stated.

Productivity embraces the related ideas of value and physical productivity. According to the former, which is the traditional view of wage determination, wages are determined in competitive labor markets by the marginal product value of the marginal worker. However, there has been great criticism of this view, based on interference with the competitiveness of the labor market as well as other grounds. The critics point to the implication that there is some limit on the wages of a given class of labor, in a given labor market, if more than frictional unemployment is to be avoided. In this respect, value productivity would probably be reflected in wage proceedings through the ability-to-pay criterion.

When the negotiators get down to brass tacks at the bargaining table, how much influence do logical arguments and reasonable criteria have? The author gives thoughtful consideration to each of five criteria. He concludes that, though the two parties may shift positions with respect to any of them, still they are useful in keeping negotiations within bounds.

Physical productivity may be encountered at two levels—in the individual employer bargaining unit or on an economy-wide basis. The former involves unit labor costs, and would also be reflected in the ability-to-pay criterion. The latter concerns the idea of the automatic annual improvement factor, important since 1948 in the automobile industry. This idea involves annual wage increments based on long-run, economy-wide changes in productivity.

However, the annual improvement idea has serious shortcomings and has not spread far outside the automobile industry. Some of its more important limitations involve:

(1) The shortcomings of an economy-wide statistical measure of input-output relationships which embraces outputs that are not easily susceptible of measurement (much governmental activity, professional services, etc.).

(2) The fact that there could be a secular productivity improvement trend, on an economy-wide basis, due *entirely* to shifts in the economy's industrial structure (agricul-

This article is an amplified version of the author's talk last Spring before the New York chapter of the Industrial Relations Research Association.

ture to manufacturing), without any corresponding productivity improvement in the individual sectors of the economy out of which wage increases might be paid.

(3) The variations around the long-run economy-wide productivity trend which characterizes shorter time periods.

(4) The variations from the long-run economy-wide productivity trend in individual sectors of the economy, individual industries, individual companies, individual plants of a company, and individual departments of a plant.

(5) And finally, the fact that wage increases constitute only one way in which productivity improvement can be distributed, tending to ignore such alternatives as lower prices and greater leisure.

ABILITY TO PAY VARIES GREATLY

Ability to pay implies that wages should be related to profits. It embraces more than immediate profits, however, for it includes the businessman's outlook. The essential criticism is that strict application of the ability-to-pay criterion would result in a chaotic wage structure, unrelated to the nature of the worker's job. Yet profitable, expanding firms and industries undoubtedly use their ability-to-pay to draw labor from less profitable, declining ones, particularly in tight labor-market situations.

Wage comparisons are multidimensional, involving: (1) internal comparisons among job classes in the bargaining unit; (2) external comparisons between any one bargaining unit and others. These comparisons may focus on the absolute or the relative wage position of the workers concerned as against other workers, and/or the absolute or the percentage wage adjustment received by the workers concerned as against other workers. The comparisons may be made of wage rates, and/or of earnings (average gross hourly earnings, average straight-time hourly earnings, average weekly earnings, average monthly earnings, or annual earnings).

To the worker, these comparisons measure the difference between a "square deal" and a "raw deal". To the employer, they are the test of whether he is in line with the market. To the union leader, they are a measure of his performance in behalf of his membership. To the arbitrator, they comprise one test of what may be mutually acceptable to the parties.

Cost-of-living relates wage changes to the prices of the goods and services purchased by urban wage earner and clerical worker families, as measured by an index—most frequently the Bureau of Labor Statistics Consumer Price Index. The criticism of it is that it would freeze real wages. However, when prices are rising, real wages are forced down in the absence of wage increases. Workers are not likely to accept a forced reduction in their living standards without a fight. Minimum budgets imply wage determination based on worker needs. This criterion is subject to the criticism that wages are job-related, not need-related.

CRITERIA UNLIKE A CAKE MIX

Much discussion of these criteria has revolved around two points of view, both critical. The first criticism is that the criteria are practically useless because they do not yield a determinate solution. The second point of view argues that the criteria are not wage standards at all, but rationalizations or interpretations of preconceived decisions reached on other bases—such as bargaining power.

Both criticisms have been overstated. To criticize wage criteria because they do not yield a determinate solution is to criticize them because they are not like a prepared cake mix. You cannot take X% of cost of living, Y% of productivity, Z% of ability to pay, and so much per cent of another criterion, such as wage comparisons, and come out with a specific cents-per-hour solution. That must be understood.

But the criteria give you some direction in acquiring and putting together the facts.

The direction thus provided gives you walls within which you can arrive at a solution. You do not face atmospheric "wild blue yonder" bargaining. There is some range to determine the direction of wage changes, within which some sensible kind of solution can emerge.

WAGE CRITERIA AS JUSTIFICATIONS

The argument that wage criteria are justifications contains a measure of truth. People do use the wage criteria to rationalize decisions in which the parties will have been aware, perhaps painfully, of political pressures and bargaining strength. But it does not follow that the wage criteria have not also given helpful direction to the negotiations. The fact that they are justifications does not preclude their being, simultaneously, useful in the bargaining situation. They provide economic limits within which wage proceedings are, or ought to be, contained.

If political pressures or uneven bargaining strength lead to extreme demands which vault over these economic walls, there will be either industrial warfare or a declining economic position as a result. It does not seem that collective bargaining or arbitration proceedings are conducted without relation to any facts, to any logic, and to any economic influences. They proceed in response to economic pressures and forces. These economic forces and pressures are what we have come to call wage criteria.

CRITERIA AND BUSINESS CYCLES

I suggest that the wage criteria do not have the same relative significance during all phases of the business cycle. I have a tentative notion that to understand the relative importance of the various wage criteria one must relate them to the business cycle. It seems to me that fluctuations in economic activity alter the relative significance of the criteria. Two of them seem to serve as initiating criteria: cost of living,

and ability or inability to pay. They seem especially strong stimuli when the price level is changing substantially. However, ability to pay may stimulate broad wage movements when prices are stable, as in 1955. Wage comparisons may serve to generalize movements which receive their initial impetus from those two criteria. Productivity probably reflects itself through ability or inability to pay, at least in part. As noted earlier, the annual improvement factor has not spread from the automobile industry.

WHAT ABOUT WORKERS' BUDGET NEEDS?

Workers' budgets have been brought into collective bargaining and arbitration proceedings for many years. But they do not seem to be taken too seriously. Budgets are need-related, and wages are job-related. Worker budgets have generally been ignored by arbitrators and fact-finding boards, despite their introduction by unions and their discussion by employer representatives.

As a matter of fact, one could not even show that federal minimum wage levels were determined on the basis of budgets—and this is certainly one place where one would expect them to apply. Thus, Puerto Rico receives special treatment under the federal minimum wage law. Originally, this was not the case. In 1938, when the Fair Labor Standards Act was passed, the same minimum wage applied in Puerto Rico and the continental United States. But in 1940, Congress amended this, on the ground that it was not economically feasible to set the same flat minimum wage for Puerto Rico as for mainland industries. Yet the Puerto Ricans are just as much human beings, just as much filled with "needs," as mainland U. S. citizens. For these reasons, I do not consider the budget criterion as important as the others.

Wage criteria are important and useful despite the specific shortcomings of each criterion when considered by itself. The significance of the criteria can be best appreciated when they are viewed in combination, with attention to their influence in various stages of the business cycle. To consider each criterion alone and unrelated to the others permits the destruction of all the criteria. As a matter of fact, one criterion may be used against another. Ability to pay may conflict with comparative wages, or comparative wages may conflict with ability to pay. The same could hold true for ability to pay and cost of living, and so on.

For example, partisan spokesmen, pleading for the interests they represent in specific industrial relations cases, may attempt to minimize the wage criteria put forward by the opposite side. Yet, with shifts in economic conditions, the partisans shift position with respect to the criteria they favor or minimize. If we simply concentrate on these shifts in position we may be led to the conclusion that there are no wage standards, no logical grounds for judging wage adjustments.

But this conclusion seems untrue in the face of collective bargaining and arbitration experience. The opposing parties do introduce wage criteria. From whatever side of the bargaining table, the criteria are usually there. These wage standards do influence the other side and third parties. They help erect walls within which reasonable solutions can be reached. They have also been extremely important during war-associated inflationary periods, when regulatory governmental agencies (like the National War Labor Board and the National Wage Stabilization Board) applied them to the problem of wage controls.

"... our language does our thinking for us."

—Wendell Johnson

COFFEE BREAK A PROBLEM?

Rudd-Melikian hot coffee dispensers serving Kwik-Kafé coffee have one enormous and shining advantage over other machines. They serve delicious coffee with an undisguisable, freshly brewed taste. Don't think for one minute that this simple fact doesn't make the crucial difference between success and failure in the job for which the dispensers are intended.

What job? Why, the job of controlling the coffee break in industry and business, of course. Install Rudd-Melikian dispensers and, promptly, machine operators, stenographers, secretaries, clerks—even vice presidents and managers—stay on the job, remain within reach of their tools or telephones, and are contented with their work and working conditions.

You won't get results with machines that don't work or that dispense a dark liquid that tastes like something scooped from the bottom of a barrel of tar. Employees won't drink it. They'll brew their own, or go out or send out to the corner store, or just sit and work up a feeling of resentment. No, the way to handle the coffee break is to offer delicious coffee conveniently located. And you can tell whether you are successful by watching the number of cups that the machine (or machines) dispenses.

We have records of tests to prove what Kwik-Kafé can do for morale. Our favorite test was so triumphantly successful that we can scarcely believe it ourselves. But here are the bare facts: A competitive machine had been dispensing 25 cups a day. The Rudd-Melikian machine was moved in beside it. After one week our dispenser was dispensing 1600 cups a day! Think of the tensions that were resolved, the pressures that were relaxed.

A national newsmagazine has described us as the "hottest company in the business." In a comparatively new industry (which we created, by the way), we are dispensing better than a million cups of excellent coffee daily from some 30,000 machines. If you think Kwik-Kafé may help you with any personnel problems, get in touch with us for the name of your local Kwik-Kafé dealer.

Rudd-Melikian, Inc.

Dept. 27, Hatboro, Pa.

Your Boss Is Your Training Director

By EDWARD N. HAY

I WANT to suggest that too little account is taken of the boss in developing a training program. How far do you get if you are not thinking along the same lines as your boss? You had a bright idea but the boss didn't think much of it. What became of the idea? At the very best, it probably went into the deep freezer. How are you going to embark on a training program for your executives if their bosses don't know what the program is and don't think much of it?

My brief plea is for taking the boss into account when you develop a training program and keep him in it, for I hold that every man's boss is the center of his development program. If you think back, you will remember that the best experience you had in business was when you had a boss who handled you the way you should have been handled. He encouraged you when you needed it; he gave you tasks within your limits; supported you when the tasks were too heavy for you; and generally developed you.

There are a number of points that any development program should cover, and the first one is to build the program around the boss, making him the keystone. In addition to that, before you can develop the man, you must know who he is, what he is like, what his talents are, what his experiences have been, what his interests are, where he wants to go in your organization, and what his capabilities are to get there.

This calls for an appraisal of the executive. Why waste time trying to train

A development program for any executive must be an individual matter. In addition to the man's talents, personality and interests, it must take into account his present job and the job or jobs he's shooting for. Who knows better than the man's boss what he needs to make the grade, and is in a better position to coach him and assess his progress from time to time? The author, out of his intimate acquaintance with many organizations, presents some thoughts on executive development.

or develop an executive along lines where he does not want to go, or isn't capable of going? Tests are not the answer. You must know the man from every point of view. You must know the job that he is in and the job he wishes to work toward.

Have you ever stopped to ask your executives where they expect to be by the time retirement is reached, and how they expect to get there? If you try this and set each man's aims down alongside of his place in the organization chart, you will find some surprises.

I saw such a surprise recently in a company where the four key jobs under the president were the goal of practically every executive in the company. Most of the executives had their eyes on the next key man to retire and expected to get his position. But they overlooked the fact that Smith, one of the other men in a key top position, was in his middle thirties, which itself was a sign that he was going places. Only one man aimed for Smith's job. But Smith is going forward and will leave a vacancy at a very early date. The fellow

This is a stenographic brief of a talk by Editor Hay, president of Edward N. Hay & Associates, Inc., Philadelphia, before the California Personnel Management Association and the Personnel Section of the Western Management Association.

heading for his job has no competition at the moment.

Every executive should have goals; not only his personal goals, but the job goals that are plainly to be seen in the structure of the organization. When a man has a job, there are proper and appropriate goals for that job. There are goals for that job and beyond that job. Set your goals for each executive in your executive development program, and set long-range goals so that he can have something big toward which to work, and then you can think of his reward in relation to his accomplishment of those goals.

MEN REQUIRE DIFFERENT HANDLING

Remember that the best training you can get in executive ranks is from your immediate boss. If you have a good boss who is a good trainer, you are fortunate. But that imposes a burden on the boss himself. Every man takes different treatment.

I recall a case where three men were responsible to the same executive and the three were very different people. One of them, the first man, was extremely able, well grounded, had taken advantage of every opportunity and had prepared himself for his present job and his jobs ahead. He was a self-starter capable of shouldering a great deal of independent responsibility, fully responsive to the requirements of his job, but quite capable of finding his way and not wanting too much detailed instruction. The boss who handled that man did best if he gave him general guides and helped him find his goal by letting him have his own way.

The second man was younger and not as well trained. He didn't have quite the same ability and needed to be watched at all turns. He could not be given a broad assignment on his own, because he did not have enough experience and resource to solve all the problems involved. The boss, realizing this, saw to it that he checked with the

man at the proper points to be sure he had the guidance needed.

The third man was as able as the first one in experience, and as resourceful, but he was one of these misfortunates who is all thumbs when it comes to people. He had to be watched in only one respect and that was in his relations with other people, particularly at high levels.

THE BOSS IS RESPONSIBLE

These illustrations are cited merely to point out that the boss has the full responsibility for his men; to see each one as an individual, to understand him and to handle him as he should be handled. If you are developing executive training programs in your companies, think of this as a part of the training program, so that each boss will be encouraged to learn that every individual for whom he is responsible requires different treatment.

If you have goals for your executives, there must be some way of measuring how those goals are attained. One of the most important things, therefore, in a development program is for the boss to sit down at least once a year and tell his men what kind of progress they have made as compared with the goals they had before them, to tell them how well they have done, how far they have come, and to help them develop further goals as each set of goals is attained.

CONSIDER ORGANIZATION CLIMATE

Finally, in an executive development program, don't overlook what is sometimes known as the climate of the organization. Every organization has its own special climate and no two companies are alike in that respect. Don't try to develop programs which run counter to the climate and spirit of the organization. On the contrary, find out what that climate is and adjust yourself and your program to it.

In summary, your own boss is your training director.

Company Editors Ease the Advertising and Selling Job

By MAE AUCELLO, President
House Magazine Institute, New York

I STARTED in the communications field as an industrial editor. When I was assigned this task, like many others, I was a secretary. In a way I had an edge on some new editors, because I was studying advertising and public relations and, at least, had some idea of production problems and layout. Many don't have even this little knowledge.

Our advertising department was overloaded with work and was complaining about having to put out the company magazine. In other words, the man in charge was more than happy to have it taken out of his department. Larry and I were very good friends—or so I thought—and he assured me that he would help me put the first issue together. But when it was ready for layout, he was too busy; for this same reason, I wound up cutting up pictures, trying to make a montage—he not only was too busy to do it, but he wouldn't even take the time to tell me how to do it. Trying to get a cartoon out of him was worse than pulling teeth. It didn't take me long to realize that he didn't care whether the publication ever got to press; whether it was attractive and readable also was *my problem*.

That, to my mind, is a grave error. The advertising department in too many companies has a tendency to consider itself something apart from the rest of the

Miss Aucello is advertising director of the Suburban Propane Gas Corporation, Whippany, N. J., and editor of "Suburban Propane News". The article is adapted from her talk before the Industrial Marketers of New Jersey.

Many editors point with pride to umpteen dollars saved or made for their companies partly as a result of campaigns waged in their employee magazines. But the author takes a new tack, asserting that without the goodwill of employees the company's advertising and sales effort would be much less effective. Thus, she avers, it behooves the advertising experts to lend a hand to the publications people when needed.

organization. Its members quite often feel that the advertising department is responsible for the profits. The other employees are taking money out; *advertising* is bringing it in. Well, it's time that they started to realize that unless the employees are sold on the company, all the advertising in the world won't help.

Remember that employee relations is a very important part of sales. If the employees go out and knock the company, all of their friends and relatives will believe them. And very soon the public will start thinking that if it is a poor company to work for it can't possibly be a good one with which to do business. Then no amount of advertising will convince them that your product is as good as you say; that your company is reliable; and all the other things that help sell your products.

Opinion Research made a survey—in fact two surveys—to determine how im-

important employee attitudes are to the goodwill of a company. The surveys were made four years apart and the answer each time was the same; 75% of the public opinion of your company is formed by its employees.

WRITTEN COMMUNICATION IS AN ART

Office managers and other executives don't necessarily know much about attracting attention and retaining readership. As far as they are concerned, they have some information to pass on to the employees; the employees *should* be interested, so they'll read it no matter what form it takes. A mimeographed memo to all employees is the easiest and therefore the best way to handle it. Besides, if they ask advertising to help jazz it up, it will be done very begrudgingly, so why bother. The employees will read it—after all, they work for the company and *should* be interested.

Well, A.T. and T. had a rude awakening recently. I think all of us and the public at large believe that this company does an excellent job of employee training and employee relations. But when a survey was made to determine the effectiveness of their employee relations program, the employees told them that they were not getting through. It seemed that the employees were being fed so much material that they couldn't possibly absorb it all, even if they wanted to. The management wanted the employees to be interested in the company, but the employees thought the company was not interested in them. This came as such a shock that A.T. and T. has set up an employee discussion program, where small groups meet to discuss various things that are happening in the company, where they can ask questions and voice opinions.

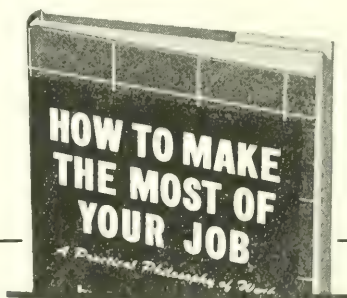
If advertising psychology is used, management's messages will be directed to human appeals; readership will be greater; and the employee will feel that the company is interested in him as an

individual, not simply as another cog in the wheel that makes the profits roll in.

APPEAL TO EMPLOYEES' WANTS

I don't need to tell marketing men anything about the importance of appealing to human wants when it comes to selling a product. Then why is it so difficult to understand that it's just as important to appeal to human wants in selling a company to its employees? And, just like customers, employees have to be sold repeatedly so that they will stay sold.

In closing, I would like to emphasize that employees who are sold on their company will help you sell to the public. If you need a *selfish* reason for cooperating with those who prepare your internal communications, just remember that everything good the employees say about the company makes your selling job that much easier, and anything detrimental may cost you sales.



A Practical Philosophy of Work

By EUGENE CARR. Here's a book that will be worth its modest price many, many times over to every man or woman who has a job. It shows you (and all members of your personnel, whether experienced or fresh out of school or college) how to adjust to the daily problems and difficulties encountered on the job and how to become a more productive and valuable worker. Written by a successful Midwest executive and writer, this is a practical, complete analysis of a subject that commands a major portion of your time and energy nearly every day of your life. And it can change your life by showing you how to achieve maximum happiness and productivity in any job you hold. \$2.25 at all bookstores, or from

COWARD-McCANN, Inc.
210 Madison Ave., N. Y. 16

As You Were Saying—

REORGANIZATION BASED ON MANPOWER

THE Before and After charts which appear opposite the Contents page of this issue are taken from an 8½ x 11" four-page bulletin called *Men & Management* which may be of considerable interest to personnel directors. This issue of the monthly bulletin is a case history of a reorganization based on a company's manpower. Every man appearing on the Before chart was found a spot—and generally a more attractive and challenging post—in the revamped sales organization. Only one new man was brought in from outside. Excellent results are already being reported: a new spirit throughout, new business coming in.

Of particular interest to personnel di-

rectors is the fact that every person in the organization was appraised by modern psychological methods—tests and interviews. The consultant psychologists' reports on two of the unidentified men are quoted to illustrate the kind of information which the top management committee was given about each individual to help them arrive at sound decisions.

Of course the identity of the company is concealed and names have been changed throughout, but this is an actual case history, cited with the consent of the company president. Interested readers may obtain copies of the bulletin #63 by writing Edward N. Hay & Associates, Inc., 121 S. Broad St., Philadelphia 7, Pa.

MORE ON THE COFFEE BREAK

INSPIRED by the short piece in our May issue comparing the English tea and American coffee "breaks", Willem Spits, personnel technician with the B.C. Telephone Company of Vancouver, tells us how this "fringe benefit" is sometimes handled in Holland. He writes:

For many a year, prior to my coming to Canada, I worked with K.L.M., Royal Dutch Airlines, in their head office in The Hague, Holland—a large office building with long corridors and glass partitions and divisions. Our coffee wagon service was, when inaugurated, a real novelty and turned out to be more efficient than I have ever experienced elsewhere since. Here are the main features:

Attendants; same female staff as worked in the cafeteria. Wagons; chromium steel trolleys with large kettle and several trays of china cups (thin!). A supply of side orders such as cake, buns, etc. Service; morning coffee and afternoon

tea. Attendant kept wagon in corridor. Filled required number of cups and placed these on the desks of office workers. Returned to collect empty cups, etc.

Charge: when required, office worker buys a number of colored chips, each good for a cup of tea or coffee. Coffee Break; did not exist. Worker never needed to leave desk. Drank coffee/tea when served but continued working. Eliminated grouping, walking, loss of time. Miscellaneous: the attendant, regular on her route, got to know the individual worker's whims and fancies, which culminates in the personal touch everywhere. This turned out to be a very valuable factor, especially where the automatic service to visitors was concerned. Most of us kept our chips in one special place, and the attendant helped herself to whatever she needed. She knew we trusted her and therefore we could trust her. And such things as a second cup were possible as there was no need for any strict regulation in that respect.

NEWSPAPER WOOS EMPLOYEES' FAMILIES

THE LONDON Free Press of London, Ontario, now in its "second century of service", grew rapidly from 200 employees before the war to today's 570. In the process the paper virtually lost contact with employees' families, and many employees themselves began to feel pocketed in their own departments with little understanding of the overall operation. Alice M. Linden of the paper's promotion department tells us what was done about it:

At the request of the General Committee of the Free Press Employees' Association, this paper, which also operates CFPL Radio and CFPL-TV, has just conducted a series of plant tours for staff members, their wives and families.

The firm had put on somewhat similar tours in the fall of 1952. Available on a purely voluntary basis, they caught on quickly. During that

fall and winter more than 250 employees and their families took advantage of the opportunity to see how the other half lived. The recent tours were so popular that it is anticipated that they will become an annual fall-winter event. They were conducted weekly under the guidance of the public relations department. Tours for "day side" families took place in the evening; tours for the "night side" in the afternoon.

After visits to the television, radio and newspaper divisions, the visitors were served refreshments in the cafeteria. A personnel officer always accompanied the group, and spoke briefly in the cafeteria, encouraging questions. Most frequent queries were concerned with the firm's hospitalization plan and retirement annuity plan. Souvenirs and a group photo were distributed to each person, as a reminder of the visit.

H.O. EDITOR USES QUIZ EFFECTIVELY

HOW CAN YOU get your people to more than glance at the company's annual report? Henry J. Blossy, manager of employee publications for Chas. Pfizer & Co., Inc., manufacturing chemists of Brooklyn, N. Y., found a way which he thinks will interest other editors. Here's the story in his own words:

Our "switch" was simple. Instead of our usual procedure of featuring our annual report in various types of articles, we used three separate quizzes. These were made up of compact questions and answers relating to sales and growth; breakdown of the 1955 income dollar, and pertinent facts about the company and our products.

It is not easy to tell why this rather ordinary method of presentation seemed to gain new life. However, I can give some details of our thinking when we were in the planning stage.

First, we decided on a cover that would attract employees to the feature and—more important—one that would give a feeling of continuity between it and the inside pages.

Equally important, we tried to make readers feel that the quizzes were a personal challenge to them.

To accomplish this we selected three employees from production, research and the secretarial staff to serve as targets of comparison. These employees appeared on our cover in regular work clothes, thereby identifying them by sight as belonging to their particular operational groups. Their pose told the simple story of three persons taking a quiz. The title of the feature—How Well Do You Know Your Company?—was printed on the cover and left little doubt what type of questions our models were puzzling over.

Upon turning to page three our readers saw a "lift out" picture of one of the employees shown on the cover. The caption explained that he had taken the first quiz and gave the score he made. This same cover-feature link was repeated on following pages for the other two employees.

Our questions were kept as simple as possible so that employees would not be discouraged from taking the quizzes. We went so far

as to place the answers within sight so that—as the man who peeks at the solution to a crossword puzzle—employees could do a little cheating if they wanted.

Among the important facts brought out were: that the company has grown tremendously in recent years and that this growth has led to many new jobs; that 82¢ of each sales dollar in 1955 went for materials, services, supplies, and salaries and wages. The comparatively small investment return to shareholders in dividends—about 3¾ per cent of market value—was high-lighted with the explanation that "shareholders, like employees, believe in the Company's future and can reason that their investment has a good chance of increasing

(higher market value of the stock) in line with Pfizer's future growth."

The response to the feature was surprisingly enthusiastic. Advance copies that went to selected persons in our management group resulted in so many comments about the quiz and individual scores that we decided on a spot survey of department personnel at our various locations. The gist of what we found was: (a) many employees stated that the feature had led them to read about material that they had previously only penetrated as far as a headline or scanning an illustration or diagram, (b) many husbands and wives took the quizzes together (we mail the magazine to employees' homes), (c) questions in the quizzes were brought up and discussed at lunch.

About the Authors

S. Avery Raube, "profiled" by Ned Hay in our February 1953 issue, was described as one of the better-known men in personnel administration. As director of the Division of Personnel Administration of the National Industrial Conference Board, New York City, he is constantly appearing before personnel administration groups and heading up studies in the field. Mr. Raube's leadership and sound thinking, said Mr. Hay, have been an important influence in the realm of personnel administration and industrial relations.

Guy W. Wadsworth, Jr. came up by way of the industrial relations department. Now president and general manager of Southern Counties Gas Company of California, Los Angeles, he started with the company some twenty years ago, after a spell in Central America on a fiscal mission sent out by the State Department. One of his early interests was the study of temperament and abilities of workers, out of which grew a strong testing program.

Eugene Emerson Jennings is Associate Professor of Management in the College of Business at Michigan State University, East Lansing. Among other degrees, he has a Ph.D. from the State University of Iowa. Dr. Jennings previously taught at the Wharton School of the

University of Pennsylvania. He serves several organizations in a consulting capacity.

Myrtle M. Nichols, Director of Personnel for Waverly Press of Baltimore, "inherited" her job at the death of the former V. P. incumbent, whose assistant she was. Mrs. Nichols has taught and traveled extensively. The only woman on Waverly's Board of Directors, a past-president of the Association of Personnel Women of Maryland, she is active in organizations concerned with handicapped and older workers and with the placement of workers.

Abraham L. Gitlow, Associate Professor of Economics at New York University, serves a number of companies as labor consultant. He took his B.A. at the University of Pennsylvania, his M.A. and Ph.D. at Columbia. Author of numerous published articles, his most recent book, *Wage Determination Under National Boards*, was brought out in 1953 by Prentice-Hall.

Mae Auello, president of the House Magazine Institute, New York City, directs the advertising department of the Suburban Propane Gas Corporation, Whippany, N. J., and edits the company's employee paper. A regional director of the International Council of Industrial Editors, her article reports her contribution to a panel discussion of "New Thinking in Communications."

BOOKS

SUCCESSFUL EXECUTION ACTION—*A Practical Course in Getting Executive Results*. By Edward C. Schleh. Prentice-Hall, Englewood Cliffs, New Jersey, 1956. 252 pages. \$10.

More money is now being invested in the selection, appraisal and development of men to fill key spots in management than ever before. More and more businessmen are seeking help with this problem. They ask for practical ideas and suggestions that will help in stimulating successful executive action. Mr. Schleh offers this book for that purpose, and he has done an excellent job. The book is in simple, easy to read style. It can be read quickly. At the end of each chapter there is a short list of questions which will enable an executive to review his own weakness or strength and chart a course of action.

Complicated formulas, detailed discussion of techniques and involved studies with charts are conspicuously and refreshingly absent. Complete solutions to specific problems are not attempted. He proposes general rules of action which have company-wide implication. Brief live examples are cited to demonstrate how these rules have been effective in many different companies. Though the chief executive is the focal point, any executive or executive-to-be could profit from reading this book.

One should be under no illusions, however, that because of the simple style it will be easy to follow the suggestions outlined. Mr. Schleh deals with the most difficult aspects of executive functioning, and most executives sincerely interested in improving their effectiveness will have to refer to it time and again to check themselves. For example, he proposes a Rule of Errors principle; i.e. "As far as possible, every employee should be responsible for a

result (or results). He should be accountable for that result and have authority to achieve it. In doing the latter, he will make many subordinate decisions. *He will not be held specifically accountable for smaller errors in any of these specific decisions. He will be held accountable for the over-all result and the over-all cost in loss and expense in arriving at it.*" This hits at the core of good delegation. But many executives struggling with this problem find it difficult to permit subordinates such freedom of action.

Mr. Schleh presents other interesting and stimulating ideas, such as defining jobs with an emphasis on results expected, and his *Action Principle of Records*; "If a man has a responsibility for records, his job should be defined so that he is responsible for securing action from the records, rather than for simply presenting them." There are two revealing chapters on the management control function which every controller could read to advantage.

Several minor criticisms of the book in no way detract from its overall excellence. Mr. Schleh's discussion of committees leaves a somewhat negative impression and does not reflect some of the current thinking regarding committee usefulness in business management. In a chapter on ways to get results from people, he emphasizes setting up jobs for average men. This is practical for the vast majority of jobs, but not necessarily for the higher-level positions. My experience as a management consultant suggests that, by and large, people in management positions are not average men. Their intelligence level is above average, and they should be stimulated accordingly. They can function generally on a higher level "across the board" than people with less basic ability.

Mr. Schleh seems well qualified to write on such an important subject. He has his own consulting firm and has been working closely with top management in the area of organization and management planning. His work appears to have taken him into many of our major industries, and the problems he has been dealing with are reflected in this book.

EDWIN S. RAUB, Ed.D.

METHODS IN PERSONALITY ASSESSMENT. By George G. Stern, Morris I. Stein and Benjamin S. Bloom. The Free Press, Glencoe, Illinois, 1956. 271 pages. \$6.00.

The authors' chief problem was "improving predictions from test data". Henry A. Murray in the foreword gives "a little caricature . . . to sharpen our awareness of the step that has been taken by Professors Stern, Stein and Bloom"—the first of whom is at Syracuse University and the other two at the University of Chicago.

Assume, says Mr. Murray, that you wish to predict grades in an English course given by Professor X. The old way would have been to construct and administer various tests to measure aptitude for English studies. The way of these authors would be to start "by obtaining as much information as possible about Professor X's tastes, especially the explicit and implicit standards that determine his grading of term papers and of final examinations. They would ask . . . what special merits he saw in his best students and what particular objections he had to those he esteemed least." They would examine those who had received the highest and lowest marks in X's course. Then they would compose a target model of the type of personality most likely to make good for X. They would select and devise instruments to measure how closely each subject approximated the model. This "caricature" no doubt over-simplifies the main point of the

book, but the reader will remark its aptness.

The book will prove interesting and valuable to trained psychologists but may seem hard going and a little tedious to non-professionals. If you're at home with such terms as *alpha* and *beta* press, *common* and *private* beta press, *aberrant behavior*, *anamnes-tic procedures*, *cathected activities*, *Q-sorting* and the like, you may get a lot out of it. It tells of the analytic, empirical, synthetic and configurational "approaches" and gives examples. The book could help an expert pick the best job applicants, the student most likely to shine, or the executive who has what a higher post requires.

H. M. T.

CASH McCALL. By Cameron Hawley. Houghton Mifflin Company, Boston, 1955. 444 pages. \$3.95.

A most enjoyable novel with a business setting, by the author of *Executive Suite*, who left business for story-telling when well along in life. Two bits of conversation: Atherson, the banker, says "That was always the trouble . . . people . . . no matter what business you were in, sooner or later it always turned into the *people business*"; Cash himself says "Weren't you edging toward a solution a minute ago when you said that these men are individualists—that they have to have different kinds of incentives? Haven't we gone too far in our standardized personnel programs—handing every man the same package, assuming that because we put the same salary rating on a class F-2 research chemist and a class F-2 district sales supervisor they're both going to be satisfied? Salary isn't the only thing that counts." How Cash's powerful team panicked when the individuals felt themselves threatened, and what Cash did about it, is a revealing character study.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

Changing Attitudes toward a Merit Rating System. By Alvin Zander, University of Michigan, and John Gyr, University of Colorado. *Personnel Psychology*, Vol. 8, No. 4, Winter, 1955, 429-448.

In a large utility company some of the workers were known to be skeptical of the management's fairness in making and using appraisal ratings. Approximately 400 men were involved in an experiment to determine the best methods to use in changing attitudes in a favorable direction.

Two experimental methods were used. In one group of about a hundred men the supervisors asked help from their men on the practices that they should use in order to be equally fair to all persons in making the merit ratings. In another group of a hundred men the supervisors explained to their men the methods that they used so that they would be impartial in their ratings. The foremen were trained in the procedures to use in conducting the permissive and the stimulating type of meetings with their crews.

Previous to the experiment the merit ratings had been made twice a year. The merit ratings were now to be made monthly and the foremen were given special help on how to report the appraisal results to the men. The authors wondered whether more frequent reporting might have an effect on attitudes, so one control group of a hundred men received monthly reports although the foremen held no meeting with their crews to discuss how merit ratings were made. The second control group received merit ratings twice a year.

Attitude measures were made at the beginning and end of the experimental period. An attempt was also made to determine how the men liked the different types of crew meetings. Tables are given to

show the mean change in attitude for each of the four groups.

There was no statistically significant difference between the two experimental groups in change of attitude. It is interesting to note that the group that made the most change in the favorable direction was the control group with the monthly-feedback. The men in the feedback control crews were suddenly given, without any preparation, monthly reports on their merit ratings. It is probable that the men interpreted these more frequent conversations with the boss as an indication that he was interested in helping them. Probably the most helpful factor in improving attitudes was the more frequent reporting, since all three groups with monthly reports improved. The group with the usual ratings twice a year, showed almost no change.

Supervisory Training and Attitude Change. By William McGehee and James E. Gardner, Fieldcrest Mills, Inc. *Personnel Psychology*, Vol. 8, No. 4, Winter, 1955, 449-460.

Foremen are often given on-job training courses, but there is very little in the literature of industrial psychology to indicate whether or not these courses are effective in modifying the behavior of the foremen. This investigation is a study of the effects of an intensive course in time study on the behavior of foremen.

Twenty-one foremen in a cotton mill took part in the study. Measures both before and after training were secured on these men to determine their knowledge of time study procedures, their ability in handling time study problems and their attitudes toward time study work. The foremen were divided into comparable groups on the basis of the initial tests plus information on education and mental

ability. Group A (10 men) began a 43-hour course in time study immediately after taking the tests. Group B (11 men) took the same course six weeks after Group A had finished. Thus Group B served as a control group during the first part of the study.

The foremen in this study were all production supervisors in major departments in the textile mill. Time study was not new to them, since these methods had been used for more than ten years to determine workloads and piece rates. They were all experienced and the average length of service as foremen for both groups was 11.3 years.

Significant improvement in knowledge about time study procedures, and handling of time study problems occurred in the experimental group but not in the control group. When the control group was given similar training they showed the same type of improvement as the experimental group.

There was also some evidence of improvement in attitude toward time study work but the results were not statistically significant. The authors suggest that this may have been due to the unreliability of the scale. The interview data suggested a real improvement of the general understanding of time study in relation to the setting of rates.

It is interesting that these foremen were not new on the job. Even though they had been handling time study problems for years, an intensive course was able to effect improvement.

Role Perceptions of Successful and Unsuccessful Supervisors. By E. E. Ghiselli, University of California, and R. Barthol, Pennsylvania State University. *The Journal of Applied Psychology*, Vol. 40, No. 4, August, 1956, 241-244.

The problem discussed in this paper is the relationship between the roles the individual sees himself as fulfilling and the

roles that others see him as actually fulfilling. Four types of roles are differentiated: (1) roles that the individual thinks he should adopt, (2) roles the individual sees himself as actually filling, (3) roles others expect the individual to adopt, and (4) roles others see the individual as actually filling. When there is little correspondence among these roles, difficulties among individuals and groups will probably develop.

In the industrial situation one of the important relationships is between self-perceived roles and roles perceived by others. This is particularly significant when the roles perceived by others are expressed in terms of merit or performance ratings, or in informal opinions of management.

This study was limited to 267 first-line supervisors from seven different organizations. Of these, 157 were rated by management as high and 110 were rated low. The purpose was to see whether there was any difference in the way the high-rated and the low-rated supervisors thought about themselves. A forced-choice inventory of 64 paired adjectives was completed by the 267 supervisors. Eighteen pairs differentiated between the high- and low-rated supervisors at the 5% level of significance or better. A table is given to show what these eighteen pairs were.

The authors have given a very helpful analysis and discussion of their results and they describe in detail how the good supervisor sees himself. The over-all impression is one of maturity and calmness. "The poor supervisor tends to view production as an end in itself and as his personal responsibility. The good supervisor tends to view production as a means to an end (company success) and that his main responsibility is working with the people who are direct producers." Two major things seem to be missing in the poor supervisor: (1) respect for other individuals, and (2) identification with the job.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION reports on a recent Board of Directors meeting in *Personnel Panorama*. Jack Sorge, vice president, Western Washington, and chairman of the Manual of Operation Committee, submitted an outline of the contents of the manual and requested the board to make suggestions. Some additions were made in an attempt to have the manual as complete and useful as possible. The main purpose of the manual will be to assist local chapter officers and the association directors to carry out their individual responsibilities.

Neil Smith, director for Western Washington, presented his committee's report on proposed changes in the association constitution and bylaws. The Board approved a motion to include second-year students as members in student chapters in response to a request from the Oregon State College student chapter.

The Board approved a motion to change Article 3, Section 3, making it read as follows: "If at any time a chapter in the Association acts in a manner which is considered by the Board of Directors as not being in the best interest of the Association, the Chapter and its charter may be suspended by a 75% majority vote of the Board of Directors. The chapter affected may appeal to the membership of the Association by filing such appeal in writing with the Secretary-Treasurer within 90 days of the action of the Board. The Secretary-Treasurer shall then poll the membership by mail ballot and by a majority vote of the membership as a result of such mail ballots received within 30 days, the action of the Board of Directors shall be either

confirmed or reversed. In the event the Board's decision is upheld or the chapter concerned fails to file an appeal, then the chapter shall be expelled from the Association and its charter shall be revoked."

Article 4, Section 3, was approved by the Board to read as follows: "A president. The President of the Association shall be elected annually by a majority vote of the Board of Directors for a term on one year, commencing at the conclusion of the Annual Conference period. The President may be any regular member of the Association, and may be re-elected for a second term of office but may not serve a third consecutive term. In the event the President is unable to complete a term of office, the Board of Directors shall elect a successor for the balance of that term."

The Board decided to review chapter constitutions carefully in order to eliminate the possibility of the election of an associate member as president of a chapter. A suggestion that membership certificates suitable for framing be issued to all members was turned down on the grounds that the practice would be costly and that relatively few members would wish to frame such certificates.

Other associations may find these items helpful and interesting as they compare them with problems and ideas of their own.

THE AMERICAN SOCIETY OF TRAINING DIRECTORS has elected a new president. According to the *Journal* of the Society, "Drew Daly, who took over the office of national president of ASTD from Cloyd Steinmetz, the retiring president, has a strenuous two-year term ahead of him." He has, says the

Journal, an excellent background in the training profession. In 1943 he joined the staff of the International Business Machines Corporation as manager of their department of education in New York City. In 1955 he was promoted to his present position of manager of the department of education for the new IBM plant at Kingston, New York. His present responsibilities include the development and supervision of training programs in the areas of management development, job training and general education. Anthony L. Franzolino is the new secretary-treasurer of the society. He is a graduate of Ohio State University, with a Master of Science degree in economics and personnel administration. Since 1949 he has held an assistant professorship of personnel administration at Southern Methodist University. In addition to his teaching, since 1951 he has had a full-time job as training director for the Temco Aircraft Corporation in Dallas.

THE PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE has elected new officers for 1956-57. They are, Harry R. Healey, Jr., of Blue Cross-Blue Shield, president; William R. Hayes, of Monsanto Chemical Co., vice president; Frank T. McAvoy, of the Greater Boston Chamber of Commerce, secretary. Charles F. Adams, Jr., president of the Raytheon Manufacturing Company, has agreed to talk at the first meeting of the Personnel Manager's Club in the new season.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION runs a nice item in its *Bulletin*, called "Look Who's Talking." Under this heading are featured quotations from NYPMA members, since the editor believes that personnel men should be more vocal. A recent quotation consists of excerpts from an address made by James W. Dolen, director of industrial relations of Royal McBee Corporation, at this company's marketing team conference. This is

part of their management development program. "An attitude does what a frame of reference does. It acts like a background factor. But it may be faulty. There may be missing parts. Over a period of years, for example, we develop an attitude about one of our competitors. That attitude probably colors our thinking on many subjects regarding that competitor. We develop attitudes about our jobs and our company and again those attitudes sometimes affect an understanding.

"It is quite possible that during a transition period within a company which is replacing some of its old philosophies and attitudes with a more modern approach, that the educational climate will take quite a while to settle down and be a permanent part of the corporation. Also it is quite possible that someone who is used to the old climate may have difficulty getting acclimated to the new. In a situation like this there is great need for managerial men on all levels to be patient and understanding with their subordinates. There is more need than ever for them to motivate by means of persuasion, rewards and satisfaction, especially satisfaction, rather than by fear, force and authority."

THE INDUSTRIAL RELATIONS ASSOCIATION OF DETROIT has elected the following new officers: Clyde R. Anderson, Rinsheed-Mason Company, president; Robert C. Jendron, Burroughs Corporation, vice president; Dorothy H. Hanson, Fred Sanders, secretary; Jack E. Steinhilper, American Motors, treasurer. Forrest B. Ferguson, Burroughs Corporation, who is the new program chairman, arranged programs for September, October and November. Willard E. Parker, personnel management consultant of Chicago, spoke on "Better Management Through Leadership Training" at the September meeting. A panel consisting of Harry Southwell, president of UAW, Local 174, and Robert M. Jones, personnel and labor relations director of

Ex-Cello Corporation, took over the October meeting. Their subject was how to develop and administer a seniority policy. In November Nat Weinberg, research Director, UAW, will speak on the impact of unions on business economics.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES reports on a recent board of directors meeting in *PIRAscope*. These notes give a good idea of the activities of the organization. "... It was suggested that the feasibility of a new district be studied, and that the board consider the possibility of reorganizing district boundaries at the next meeting. Other future projects; developing the 'District Dividends' idea; establishing PIRA man of the month. ... Norm Kellet reported that Jim Dunbar, of the State Bureau of Education, advised that teacher training classes will start this fall. The UCLA conference was termed successful, with 145 paid conferees, approximately 47 of these were PIRA members. The Board agreed to continue to co-sponsor the conference providing PIRA has a voice in

the planning, selecting of speakers etc., as it did this year. ... Bob Marineau replaced Cliff Lang on the Ed. Planning Committee. A workshop on S.U.B. in cooperation with the M & M is scheduled for this fall. ... Reports were given on the hearings for relaxing the 'Hours for Work for Women' and the proposed county FEPC ordinance. ... It was decided that a member may receive notice of meetings of other districts than the one in which he is located, and may attend other meetings; however, he may be a member of only the district where his business is located, and may vote only in that district. ... Frank Coffin, placement committee chairman, asked whether the placement committee should interview and pass on all referrals. The Board agreed that the placement committee should act only as a referral agency, not as a screening agency. It is planned that in the future *PIRAscope* will list job openings as well as available applicants. Placement activities to date: (1956) Applications received, 107; applications referred, 153; applicants placed, 7; positions listed, 150; positions filled, 18."

What's New in Publications

WHAT ARE THE RIGHTS AND OBLIGATIONS OF AN EMPLOYEE UNDER THE TAFT-HARTLEY ACT? How far, for example, does the law permit the boss to go in talking with his employees about union matters? The answers to complex questions about the national labor law are outlined in a 36-page booklet published by the National Association of Manufacturers. Prepared by the NAM's Law Department, the booklet states "the general rules of permissible and non-permissible conduct of employers, employees and unions under the act" but is not intended to be an all-inclusive treatise on the statute.

Pointing to the increased organizing activities of unions, the NAM said that

many employers will, perhaps for the first time, need to be aware of their obligations as well as their rights under federal law. The booklet is designed to provide this information in easy-to-understand form.

Chapters include discussions of coverage under the act, organizational activities, selection of bargaining representatives, employee conduct, union conduct, and collective bargaining. One section of the booklet deals with the employer's right of free speech in connection with union organizing activities—one of the most controversial subjects covered by the act. Because of widespread interest in this subject, the NAM Law Department has prepared a separate memo containing examples of

speeches, letters and other statements made by employers to their employees and upheld as proper exercise of the right of free speech. The booklet is titled *Employers' Rights and Obligations Under the Taft-Hartley Act*. Copies are available at 25 cents each from the National Association of Manufacturers. 2 East 48th St., New York 17.

PERSONNEL MANAGEMENT IN RETAILING IS A VITAL PHASE OF MANAGEMENT, according to a new pamphlet, *Personnel Practices in Department Stores*, published by the Bureau of Business Research, the University of Texas. The authors are William R. Spriegel, dean and professor of management, College of Business Administration, the University of Texas, and E. Lanham, associate professor of management at the same institution. The study found that the personnel function is recognized as a separate function administered by a centralized personnel department by 95 out of 98 department stores responding to the survey used in making the study. Employee selection is the joint responsibility of the central personnel department and the other departments in 83 stores and the sole responsibility of the central personnel department in 14 stores. Training was the joint responsibility of the personnel department and other departments in 93 stores out of 98. Merit rating is more widely used in department stores than is job evaluation. Union recognition is relatively low among sales personnel. The status of the personnel manager is indicated by the fact that 66% of them reported to the general manager, vice president, or president. 65% of the stores use a screening or preliminary employment interview. In 85% of the stores both the personnel department and the supervisor interview an applicant before hiring. 67% use some form of employment test. The most commonly used test is for shorthand and clerical work. 90% of the stores have a central training department. 67% publish an em-

ployees' paper or magazine. 56% have some form of formalized suggestion system. 88% cooperate with high schools and colleges in providing work experience. Some form of incentive system for sales people was reported by 72% of the stores. Employee cafeterias were found in 84% of the stores. Some form of follow-up is practiced by 91%. Group life insurance is available to employees in 77% of the stores, while all but 3 said they had group hospitalization insurance. 60% have a pension plan; 31% have a profit-sharing plan; and 10% have an employee stock purchase plan. Informal grievance procedures were reported by 70% of the stores. 11% had a formal grievance procedure not leading to arbitration, while 18% had a formal grievance procedure with provision for arbitration.

THE ATTITUDES OF UNION MEMBERS toward various phases of the union and its activities are the subject of a study made by the Industrial Relations Center, University of Minnesota, called *Understanding the Union Member*. The research was done by Walter H. Uphoff and Marvin D. Dunnette. 77 items were examined. On the items concerned with Unionism in general, the percentage of officers responding favorably was on the average 15 points higher than of the rank and file. On items designed to get at the attitudes of union members regarding the value and necessity of unions, there was substantial agreement between the leaders and the rank and file. There was considerable difference of opinion on whether unions should have anything to say about whom the employer hires, on the need of more laws to regulate the power of labor unions, and on whether workers should have to join a union in order to hold a job. On items dealing with attitudes toward the local union in general, 14% more of the officers responded favorably than of the rank and file. On items dealing with local union policies

and practices, 21% more of the local union officers replied favorably than of the rank and file. Items concerned with the national union received the lowest average percentage of favorable responses.

HAWAII IS AS INTERESTING A TEST TUBE OF INDUSTRIAL RELATIONS AS CAN BE FOUND ANYWHERE under the American flag today, according to a new pamphlet, *Labor-Management Relations in Hawaii, Part III*, published by the University of Hawaii, and edited by Harold S. Roberts, director of the University's Industrial Relations Center. The pamphlet includes papers on Hawaii, test tube of industrial relations, by Ralph O. Beck; labor-management relations, by Arthur A. Rutledge; the ILWU as a force for interracial unity in Hawaii, by David E. Thompson; labor, an undercurrent of Hawaiian social history, by C. J. Henderson; and next steps toward better human relations in Hawaiian industry, by Harold S. Roberts.

Mr. Beck points out that the Territory has had to absorb a series of changes, compressed into about five years, that many other parts of the country have been able to spread over fifteen or twenty years. Businessmen in Hawaii believe they have a tremendous responsibility to achieve stable,

mutually satisfactory employee-employer relations. Hawaii is the westernmost integral part of the United States. It is a showcase of the American economic system turned toward Asia. Hawaii is fortunate in that its development never had the colonial overtones of many other island communities. For instance, it has never had an important degree of absentee ownership.

Mr. Roberts suggests for the future, on the part of the unions: greater acceptance of private ownership of industrial operations; greater recognition of the need for productive efficiency; a broader acceptance of the collective bargaining agreement; greater recognition of the general mutuality of interest between labor and management. On the part of the company, Mr. Roberts pleads for more widespread union-management consultation on problems of mutual concern; greater acceptance of the collective bargaining process and of unionism as an institution; more careful consideration of company programs to avoid union criticisms that such actions are intended to undermine the union; continuing review of industrial relations policy on such matters as union security and union management cooperation.

The publication may be obtained from the Industrial Relations Center, the University of Hawaii, Honolulu 14, Hawaii.

Attending the Conferences and Courses

WHO ARE THE REAL COMMUNITY OPINION LEADERS? The question was posed to a group of General Electric Company trainees attending the *Communication Training Course* held recently in New York City. In the two-week course, through lectures by company personnel and outside experts, visual demonstrations, and round-table discussions, the trainees broadened their knowledge of skills and methods in communicating with employees and the community.

It was brought out at the course that

very little research has been done on: Who are these opinion leaders? How do they form their opinions? To whom are they leaders? A two-phase job must be done with opinion leaders. A market analysis must be made of opinion leaders nationally and the community relations specialists must do the same thing in each of their communities in order to locate local opinion leaders.

Ideas often penetrate the public as a whole slowly and—even more important—very often by interaction of neighbor on

neighbor without any apparent influence of the mass media. Insofar as the flow of ideas is concerned, the entire American public can be stratified into six groups: great thinkers; great disciples; great disseminators; lesser disseminators; participating citizens; inert citizens.

In the realm of great issues, there seems to be a limited number of people who really start ideas rolling. The six categories might be condensed to three: idea starters; idea spreaders; and idea users. According to Katz and Lazarsfeld, authors of *Personal Influence*, "Two major sets of findings current in small group research are of considerable relevance as far as communications within the group is concerned: a) ostensibly private opinions and attitudes are often generated and/or reinforced in small intimate groups of family, friends, co-workers. Opinions are more stable if they are shared by a group, and under pressure of a campaign, people are more likely to change opinions jointly than individually; b) families, friendships, work-groups and the like are inter-personal communications networks through which influences flow in patterned ways. The leader is a strategic element in the formation of group opinions; he is more aware of what the several members think; he mediates between them; and he represents something like the typical group mind.

Research indicates that there are no individual opinion leaders, but rather there are members who lose their individuality in the so-called community groups and their opinions usually reflect the opinions of the group. It is the plant community relations specialist's responsibility to determine who in these community groups are responsible for developing group opinion.

THE "MEN AND METHODS" conference of the *Newspaper Personnel Relations Association*, held in St. Petersburg recently, hit squarely at two of the biggest problems facing newspaper personnel and production

managers today: the new processes which are being introduced to the industry, and the need for recruiting and training the manpower to operate and supervise these new processes.

Warren Wheeler, personnel director, South Bend Tribune, spoke on men and methods, the next profit horizon. He pointed out that progress in personnel and production takes teamwork. There has been a general feeling, Wheeler said, that personnel has no place in mechanical departments. Yet everyone of the operating department heads had people problems and feels a need for knowledge which will help him deal more effectively with his employees. Some of these men have a natural gift for good leadership; others need help in the human relations area; some may never be helped. Every department head is faced with the daily problem of getting his employees to do a job the way he wants it done, when he wants it done, because they want to do it. Knowing more about people's attitudes should make his work easier.

Harold Mintun, production manager, the Pittsburgh Press, warned personnel men to use care in dealing with and be sure to consult the supervisor involved. Too many questions seem harmless but may create terrible operating hurdles. Whenever operating procedures are involved, never take it upon yourself to make a decision without honest discussion with the supervisors involved. There have been complaints that a lack of understanding of the problems involved has, in effect, stuck a knife in the back of the supervisor. Be sure you do a good reporting job, and that you understand what you are reporting. Finally, come down out of the ivory tower. Theory and the actual application of ideas are two different things. Most supervisors of mechanical departments feel they are not understood by management.

PERSONNEL RESEARCH METHODS AND FINDINGS that are now available are not

being used fully by industry and business, claimed E. J. McCormick, professor of industrial psychology at Purdue University, at the 22nd annual *Midwest Conference on Industrial Relations*, conducted by the School of Business of the University of Chicago, and the Industrial Relations Association of Chicago. In his talk on "Are Personnel Administrators Doing the Kind of Job Which Needs to Be Done?" McCormick suggested that there are several major areas of research that come under unfinished business. In order for personnel research to be effective it is necessary to have large samples, adequate sources of information, and a positive willingness to push back the frontiers of knowledge. For some long-range research, industry must recognize the likelihood of no immediate pay-off.

Stanley E. Seashore, assistant director, Institute for Social Research, University of Michigan, said that most organizations are operating at a level of effectiveness far below that which is possible with currently available physical and technical resources. We have within our present organizations unused talents, skills and motivations. While nearly all of the past advances in personnel administration have been introduced successfully by managerial force alone, the introduction of changes in human relations and supervision are likely to depend upon other methods.

E. Wight Bakke, director, Yale Labor and Management Center, Yale University, said that sound human relations are an important and necessary goal of industry. Automation is on the way to outmoding

concepts of criteria for, and factors to be dealt with in, selection, training, rating, job evaluation, personnel evaluation, incentives, and morale. Bargaining relations between management and unions are moving in the direction of centralization—a tendency that holds dangerous consequences for increasingly productive and satisfying personnel relations.

A COURSE FOR WORKING EDITORS who want to know more about effective communication has been prepared by the department of journalism at New York University, Washington Square, New York 3, N. Y. The course is being given Tuesday evenings from 6 to 7:45. It was planned in cooperation with the House Magazine Institute, an association of working editors of industrial publications in the New York area. Worked out by representatives of this group and the NYU journalism faculty, it stresses such practical aspects of publishing as how type may be used to give greater impact to the printed word. . . the figuring of printing costs . . . working with correspondents . . . how to handle a picture story . . . surveying a magazine's effectiveness . . . and comparisons of on-the-target and off-the-target publications. Leaders in the publications field are giving lectures and lead round-table discussions. While the course was worked out in cooperation with HMI, it is designed to help editors of all kinds of publications, since most of the basic problems of getting out a magazine are common to all types. The course costs \$50, plus \$5 for registration.

Looking Over the Employee Magazines

LOOKING FOR A NEW GIMMICK, a new way of saying the same old thing, fresh items of interest to your readers? Here's how the other editors are doing it. Maybe their solutions will serve as the needed

match to light up your pages. Matches to scratch:

MONEY DOWN THE DRAIN. *Crown Corker*, magazine of the Crown Cork and Seal Co.,

Inc., Baltimore, photographs 27 tools and pieces of equipment, adds a picture of a drainpipe stuffed with money. The caption reads, "these are the tools and equipment in our shops which have a high mortality rate and must frequently be replaced. Tool prices come high, but do you know how high? What is your guess? Check your figures against the actual ones at the right." Among the 27 selections are a chrome caliper with case at \$110; micrometer calipers, \$16.50; carbide tool bit, \$8.41; burring pipe reamer, \$5.00.

MEET YOUR NEIGHBOR—that's the invitation issued by *Pennorama*, Nationwide Insurance, Harrisburg, Pennsylvania. The editor pictures 1956 graduates who have come to work for the firm. He says, "About this time every year the orators all over the country deliver their out-in-the-cruel-world speeches, and another group of new graduates go out to see if it's really as tough as they have been led to believe. Ten members of the class of '56 joined the Nationwide family and we thought you would like to meet them. Here they are." Individual captions tell where the students came from, and how they happened to be interested in working for Nationwide. For instance, "Her typing teacher recommended Nationwide and Mary took her advice. After a month her outstanding impression is that 'people here are so friendly.'" "A Nationwide employee recommended us to her. She is surprised that working is so much like going to school."

HOW ARE THINGS, MR. SMITH? Chief financial officer Mason Smith talks to *Panorama* (new quarterly published by Whirlpool-Seeger Corporation, St. Joseph, Michigan) about some matters of interest to everyone. An informal photograph of Mr. Smith talking across his desk is accompanied by his words, "There are no secrets at Whirlpool-Seeger. The only limits are where discussion would affect sales."

GRASS IS ALWAYS GREENER IN THE OTHER FELLOW'S YARD, readers are reminded in the *C-E Flame*, published by Combustion Engineering, Inc. of New York. The editor says that may be the attitude of some Combustionites who are wishing this summer to trade the cement chasms of Manhattan for greener pastures. Anyone knows or thinks he knows (the story continues) that the grass is always greener in C-E jobs elsewhere: in the Erection forces, where you erect a job in Paris, take a junket to China, lower a drum into the harem of an Arabian chieftain. Or, if you don't care to travel far, day-dream your way to Windsor, Connecticut. Nicknamed the Country Club by the grapevine circles, this division is a dreamer's paradise—Cadillac cars, rolling country-side, Colonial mansions. And so it goes, this business of envying the job of the other guy. But this bit of fancy is hardly factual, for jobs at C-E are *tough*. We're in a highly competitive industry . . . this business of Power . . . and in a highly complex field of endeavor, the field of Engineering. Boilers 15 stories high, that take over two years from start to finish, that involve costs in the millions, these are some of the products of Combustion. To create and market them, the several thousand men and women who each do their part are holding down tough jobs. Don't ever under-estimate the other fellow's job, for his grass may not be quite so green or his spot quite so soft as you think.

The *Flame* also prints a small insert each issue listing the next three pay dates. The company pays twice a month. The brief announcement has practically eliminated all pay-date questions called into Payroll since the magazine started printing it in February, 1956.

HERE'S YOUR ANSWER, says the *Standard Oiler*, when your friends ask you about your company. The editor explains that word-for-word these are some of the write-

ins from the recent employee opinion poll. They all come from the embarrassing questions section. Top management answers them for you. Some sample questions: Why do we have so many different company names in the Standard family? To what extent does Standard exert political pressure? Why operate foreign flag tankers? Why not issue credit cards to good customers annually instead of quarterly? Why so much high pressure selling at service stations? Each question is answered by a different officer, whose name and picture appears with the answer. *The Standard Oiler* is published by Standard Oil Company of California.

MAN ALIVE! The cover of the *Weyerhaeuser Magazine*, published by the Weyerhaeuser Timber Company, Tacoma, Washington, shows a manikin surrounded by various pieces of equipment used to help employees work safely on the job. Manikin Mike shows what it takes to keep a man alive, according to the caption. 38 items are pictured and identified, including calked boot, dust respirator, staged pants, oxygen resuscitator, aluminum safety hat, and a life jacket.

FACTS AT YOUR FINGERTIPS is the title of a picture story in *Synchroscope*, published by The Detroit Edison Company. A sketch of a hand has fingers labeled, "Working for Detroit Edison, Hospitalization Plan, Planning for Tomorrow, Worth Looking Into, and Miscellaneous." These are subjects covered in the *Handbook for Edison People* recently distributed to employees. The book brings together a wide assortment of employee benefits, important General Orders, club activities and miscellaneous information. Designed to bind them all under one cover, this handy book is flexible, allows new inserts to be added. A series of pictures shows how to put in new pages. Another series shows various employees and their families enjoying the booklet together.

PATENTS, TRADEMARKS, COPYRIGHTS, are discussed in an interesting article in *Maralog*, publication of the Marathon Corporation, Menasha, Wisconsin. Sketches illustrate the three categories, while photographs show the work of the company on these items. One picture, for instance, shows the patent counsel talking with a product development industry specialist, checking an ice cream carton against the original patent to find out if the patent adequately covers construction features. Another shows the patent attorney in the U. S. Patent Office in Washington. The editor says that a constant flow of ideas for new products, processes and equipment is necessary to insure Marathon's continued growth and progress. These ideas—many of which become inventions—are valuable property that may be protected by legal means. With such protection available, the company has an added incentive to create, develop and improve its ideas.

Civic Service is the title of another *Maralog* story which tells of employees who take an active part in community affairs. The July-August issue devoted seven of its sixteen pages to this public-employee relations review. Among employees whose civic contributions are illustrated and described are Joseph Mulloy, Green Bay engineer oiler, shown inspecting progress on the construction of the new City Hall. He has been an alderman of Green Bay since 1941. Another illustration shows Emma Little, cafeteria employee, who is village treasurer of Rothschild, Wisconsin. She is shown in the treasurer's office. *Maralog* is one of the more professional-looking employee magazines, though not pretentious. It is published by the company's public relations department.

*He who establishes his argument by noise
and command shows that his reason is weak.*

—Montaigne

HELP WANTED

WAGE & SALARY ANALYST: (Foreign Employment) Masters degree in Psychology or Industrial Relations plus minimum 8 years' broad responsible work experience in industrial wage and salary administration. Substantial portion of experience must be in developmental work. To assist in developing wage and salary policies, procedures and methods. Must be capable of presenting and securing acceptance of recommendations. For MAJOR OIL COMPANY with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include telephone number. Reply Box 453.

DIRECTOR OF TRAINING: Engineering organization. Immediate opening for an experienced training director to coordinate various training functions in an internationally known company. He should have a background in the training of engineers, draftsmen and chemical research personnel; in foreman training, job rotation, etc. He must be capable of complete responsibility for planning, directing and administering a high-level training program, with the potential eventually to initiate an executive development program. This is a permanent position with a leading organization in the petroleum and petro-chemical plant design field. It will provide a salary commensurate with the responsibilities involved and a liberal employee benefit program, including executive insurance. All inquiries in confidence. Please write complete details of education, experience and salary requirements to Box 468.

VOCATIONAL TRAINING SPECIALIST: With degree in industrial education plus minimum 5 years' work experience in industrial training or related activities. To devise and develop specific training programs and courses, train instructors and audit and evaluate effectiveness of these programs. For Company operations in Saudi Arabia. Write giving full particulars regarding personal history and work experience. Reply Box 469.

JOB ANALYST: Young man to establish job analyst program for expanding Southern California Utility. Previous experience necessary. State salary requirement together with full particulars regarding personal history and work experience. Please include recent snapshot. Reply Box 471.

POSITIONS WANTED

PERSONNEL MANAGER OR ASSISTANT: Well rounded office personnel administrator with specialization in wage and salary administration and employment supervision in two companies, one large, one small. Eleven years experience. 39 years. Desire \$9,000-\$9,500. Reply Box 456.

PERSONNEL ASSISTANT: In medium-sized or small company, 4 years experience as Personnel Administrator, 1 year experience in Personnel Research. B.S. Ind. Psyc., M.A. Ind. Relations. Age 27, Married—Veteran. Reply Box 459.

ASSISTANT PERSONNEL DIRECTOR: A.B. Psychology, M.A. Counseling; age 32, married, 2 children, veteran, non-reservist. Now engaged in varied personnel work which includes employment functions, hosp. and ins., workmen's comp., financial counseling. Co. employs 1400. Desire to become associated with large progressive organization in a position with challenge and opportunity for advancement. Present salary \$6000. Reply Box 461.

ENGINEER: B.S., General (Safety) Engineering. 6-years safety engineer, 5-years safety director, 2-years personnel assistant. Age 43. Will relocate. For photo, complete resume or interview call ARDMORE 1-1505 Chicago or reply Box 462.

DIRECTOR OF INDUSTRIAL RELATIONS: Broad experience in planning and policy making in top-level position in formulating and directing all phases of Industrial Relations activities. Record of accomplishments. 19 years experience, heavy emphasis Labor Relations. Manufacturing multi-plant operations. College degree. Age 41. Seeking better opportunity. Willing to relocate. Resume upon request. Reply Box 463.

PERSONNEL: Five years personnel director union-organized company employing 1100. Age 30. Prefer N. Y. C. area. Reply Box 464.

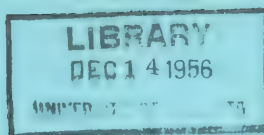
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PERSONNEL JOURNAL



December, 1956

Volume 35 Number 7

Personnel's Influence Diminishing?

Thomas G. Spates

Forces that Lead to Group
Agreement and Decision

Eugene Emerson Jennings

Multiple Management Matures:
A Case History

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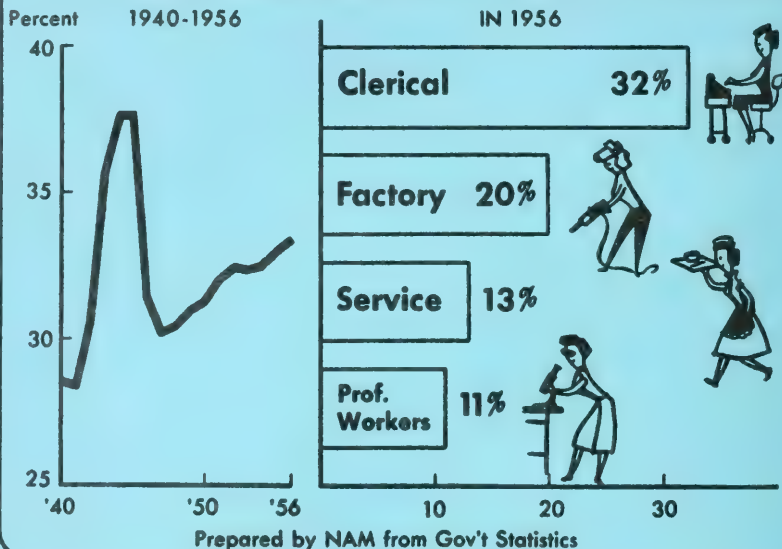
B. J. Speroff

Supervisors Evaluate AEC Jobs

Herbert Hubben

As You Were Saying—
Management Conference at Princeton
Part-time Workers in Industry

Growing Importance of Women Workers



It is estimated that there are 19,000,000 women in the nation's labor force today. Government figures show that the number of women employed in business and industry has been climbing steadily since the low point after the war and that the ladies now constitute about one-third of all people employed outside agriculture. The NAM chart also shows the percentages of women workers in four classifications.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

Number 7

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EDWARD N. HAY, *Editor*

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D. M. DRAIN, *Circulation Manager*

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Conference Calendar

JANUARY

- 17-18 New York, N.Y. Hotel Commodore
National Industrial Conference Board. General Session. NICB, 460 Park Ave. New York 22, N.Y.
- 17-18 Cleveland, Ohio. Hotel Carter
Cleveland Chamber of Commerce, Personnel & Industrial Relations Affiliated Groups. 16th Northern Ohio Personnel & Executive Conference. J. W. Vanden Bosch, Cleveland Chamber of Commerce, 400 Union Commerce Bldg., Cleveland 14, Ohio
- 28-31 Los Angeles, Calif. Hotel Statler
American Management Association. General Management Conference. AMA, General Management Division, 1515 Broadway, Times Square, New York 36, N.Y.

MARCH

- 28 San Francisco, Calif. Sheraton-Palace
National Industrial Conference Board, Inc. General Session. NICB, 460 Park Ave., New York 22, N. Y.
- 30 New Haven, Conn. Yale University, Strathcona Hall
Connecticut Personnel Association. Annual Conference. G. W. Keeler, President, CPA, % The American Brass Co., Waterbury 20, Conn.

APRIL

- 1-2-3 Colorado Springs, Colo. Broadmoor Hotel
Newspaper Personnel Relations Association. Ninth Annual Conference
Warren G. Wheeler, Jr., % South Bend Tribune, South Bend, Ind.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

WHAT MAKES A GOOD PERSONNEL PROGRAM? You can answer this by asking another question: What are the signs of a good program? Perhaps there are two parts to this last question: How do you know when you have a good program, and What are the essential elements of a good program?

With respect to the question, "How do you know when you have a good program?" the most positive answer lies in the attitude of the members of the organization in which you are serving. This attitude is especially important in the key people, particularly those at the top, but it should of course be reflected all along the line. Without good support at the top you can not have a good program no matter what the attitude elsewhere. This is because it is generally agreed that good personnel programs are the product of the daily work and constant attitudes of supervisors. And since supervisors at the bottom reflect the attitudes of the supervisors at the top, in the end the success of your program is largely a matter of the attitude of those at the top.

It now is obvious what must be done to achieve a good program: gain the support of the top managers. If top management is of one mind on the importance and specific requirements for an effective personnel program, you are then sure you are going to have one.

TO OBTAIN SUPPORT AT THE TOP requires two things: (1) the fundamentals of a sound program and (2) complete understanding of the program by the top people. Ordinarily, understanding requires a high degree of active participation and, therefore, to achieve the support of your top people it is necessary to involve them actively in the program. Understanding is going to be achieved more through this activity of participation than in any abstract way.

We have been running a series of comments by personnel and industrial relations leaders on this general subject. One of them, a vice president who is quoted in this issue, puts it very concisely when he says that the real job of the personnel director is to work himself *out* of a job. That is to say, he must gain the active participation of all elements of the organization, since it is they who put a personnel program into execution.

IF YOU ARE GOING TO SECURE THE SUPPORT of management and supervision for your program, it is going to be necessary to devote a major portion of your thought to influencing them in a favorable and effective direction toward a good program. This might be called "selling", although "persuasion" is probably a better word.

This type of persuasion is not one-sided. It is not given to any of us to know all that there is to be known on any subject. In the act of persuasion the personnel director will find himself many times on the receiving end. Obviously, other people have skills and wisdom for dealing with people and he therefore must not suppose that his ideas are the only sound ones, or necessarily the ones that will prevail.

The act of persuasion, then, is a double one; it involves bringing your judgments effectively before your associates and it also involves the interaction of their response to your ideas and your response to theirs, with a resulting integration of the best of both.

UP TO THIS POINT we have been talking about the means of achieving a good personnel program. The second question which we originally posed had to do with the constituent elements of a sound program. Obviously, these revolve around an understanding of people's behavior. For many years it has seemed to me that the roots of a

good personnel program lie in the effort to satisfy the fundamental needs of people. By this I do not mean the relatively superficial and specific needs which many people are quite able to express. Long lists of these needs have been discussed many times and they include such things as better pay, better supervision, more opportunity, desirable working conditions, and a host of other specifics. Much time has been devoted to arguing what is the relative importance of these various specific needs.

When I refer to human needs, I mean the more fundamental ones. Much has been written about this too, but it is not so familiar to most readers. The most concise analysis of these needs which I have seen is that put forward by A. H. Maslow. In 1943 in the July issue of *Psychological Review*, he wrote interestingly on "A Theory of Human Motivation." His thesis was that there are five sets of goals, which he refers to as "basic needs". These are (1) the physiological needs (hunger, thirst, and the like), (2) safety (3) love (4) esteem and (5) self-actualization. A brief comment on each of these will reveal the meaning which he attaches to them and will show how a study of each would enable one to plan a personnel program to meet the desires and needs of all but the usual handful of maladjusted members of an organization.

By PHYSIOLOGICAL, MASLOW MEANS the needs such as hunger, thirst and the like. These he feels are the fundamental needs which, if not satisfied, take precedence over any others. Indeed, he points out the priority which some needs always take over others. When the prior need is satisfied, however, it blends into the background and other less "prepotent" needs make their appearance.

Thus man's striving represents an attempt to satisfy a series of higher and higher needs, as the lower ones are satisfied. "If the physiological needs are relatively well gratified," says Maslow, "there then emerges a new set of needs, which we

may categorize roughly as the safety needs. *All that has been said of the physiological needs is equally true, though to a lesser degree, of these desires.*" The safety needs may now dominate the behavior, recruiting all the capacities of the organism in their service.

And so, when safety or security is seriously threatened, practically everything else looks less important. If the threat is great enough, a man may be said to be living for safety alone. This accounts for the extraordinary emphasis placed on security of jobs by some people in certain circumstances.

Although we are here mainly concerned with the adult, a quicker understanding of the safety needs may be seen in the life of a child. A child needs stability; a predictable and orderly world. The importance of their appearance in his life can be seen by the extreme state of fear, and even terror, produced in children by such common things as parental quarreling, separation and divorce. It is the threat to his security which so disorganizes the child when the parents quarrel or separate.

In the adult, the striving for safety is evident in the common preference for a job with the assurance of continued employment, a desire for a savings account, and for insurance of various kinds. A serious threat to safety is seen in the reaction to threats of discharge.

THEN THERE ARE THE LOVE NEEDS. "If both the physiological and the safety needs are fairly well gratified, then there will emerge the love and affection and belongingness needs, and the whole cycle already described will repeat itself with this new center." The absence of friends or family will be keenly felt. A thwarting of the love need is the commonest cause of maladjustment and more severe disorders.

Maslow next considers what he calls *the esteem needs*. Everyone has a need for a firmly-based and high evaluation of himself; for self-respect and for the esteem of others. By "firmly based" self esteem, Mas-

low means a feeling based upon real capacity and achievement and respect from others. This takes two forms. First is the desire for strength and achievement and confidence in facing the world; second is the desire for reputation or prestige, recognition or appreciation. Satisfaction of self-esteem leads to feelings of strength and adequacy in the world; thwarting them produces feelings of inferiority and of helplessness.

AFTER ALL THE OTHER NEEDS HAVE BEEN SATISFIED, it is logical to expect discontent unless the individual is doing what he is fitted for. This Maslow calls self-actualization. Expressing it simply, this means that a musician must make music; a baseball player must play baseball; a machinist must work with tools. Maslow describes this neatly by saying that it is "a desire to become more and more what one is, to become everything that one is capable of becoming." In accordance with the principle of prepotency, he shows that the clear emergence of the need of self-actualization rests upon prior satisfaction of physiological, safety, love and esteem needs. He points out that people who are satisfied in all of these needs, are exceptionally satisfied people. It is from them that we may expect most effective performance.

Maslow points out that some prior conditions must be met, before the basic need satisfactions can be realized. He enumerates these as the freedom to speak, the freedom to do as one wishes as long as no harm is done to others, freedom of self-expression, freedom to investigate and seek information, justice, fairness and honesty. These conditions are not ends in themselves, but they are so essential for the satisfaction of the basic needs that they are almost equally important.

When all the basic needs are satisfied, other needs may appear, and among these Maslow refers to "the desire to know and to understand". This surely is one of the

higher purposes of life, and a full realization is not possible without fairly satisfactory achievement of the other and more fundamental needs. As Maslow puts it, "Man is a perpetually wanting animal", and he goes on to define a healthy man as one primarily motivated by his needs to develop and actualize his fullest potentialities and capacities. Isn't that a good description of an active personnel program?

My seat companion on an airplane ride to San Francisco recently was Leon Lewis, M.D. who, among other things, conducts a Polio Research Clinic in California. We got to talking about the importance of communications in a group and he was telling how he goes about impressing on the sixteen members of his staff the importance of keeping everyone informed. He said he told them that even when they are thinking, they should "think in 16 carbon copies."

I WAS VERY DISCOURAGED the other day in talking with a large corporation, for whom I have been doing some consulting work, to find that they are actually going outside and hiring people with the almost certain knowledge that the same skills are available right in the company somewhere. However, this is a large company, and they do not have a detailed inventory of the skills of their people; not even of the college men in their employ. Consequently, it is practically impossible to search thoroughly enough and quickly enough to locate unusual skills or even to locate very promising men in the non-supervisory ranks. They acknowledge the need for an inventory of manpower skills, but have not found it possible to accomplish it. I wonder how many companies have this information at some central point and how thorough and adequate it is when you have it.

Ned Hay

Personnel's Influence Diminishing?

By THOMAS G. SPATES
Professor Emeritus of Personnel Administration
Yale University
and two unidentified Personnel Officers

THE status of the personnel function of executive leadership is, generally speaking, no longer a problem of much importance. Status was achieved several years ago.

There are probably more personnel vice presidents today than there were employment managers a quarter of a century ago. Compensation for these vice presidents ranges from \$25,000 to more than \$150,000 a year.

BUT, the current record appears to justify the observation that the influence of the personnel profession in the maintenance of sound personnel philosophy and principles has diminished in direct proportion to the increase in status and pay. Too many personnel officers have become yes men to executives who persist in putting human values at no better than second place. They seem to have become willing parties to the continued submergence of individual personalities in a welter of techniques and practices unrelated to individual merit and productivity. They have become so completely integrated and absorbed into the "management team" as to lose sight of the very special and different nature of the personnel function of general management.

Those are rather severe observations, so let's see what we're driving at.

If, in competition with the U.S.S.R., the world's second industrial power, we are to save what is left of the only advantage we now have in that competition, namely the idea of individual human freedom and liberty and equality upon which our nation was founded, everyone in the personnel profession in the United States

How can personnel directors improve their standing on the management team: how make a more responsible and respected place for themselves? That, in effect, is what we asked a number of the best-known people in our field. Two thoughtful answers were presented last month and here are three more that deserve the most attentive reading. The order in which letters are published in the continuing series implies nothing about the relative value placed upon them; some of the best are still to come.

should stand up and be counted in the presence of these questions:

ON THE MINUS SIDE

1. What have you done to stop and reverse the potentially disastrous program of more and more for less and less that your executives have been specializing in through collective bargaining the past ten years?

2. Where have you been while compulsory unionism, which violates some basic principles of personnel administration, has been spreading like wildfire across American industry?

3. How, on grounds other than expedience, do you justify guaranteed annual increases, and if they are justified other than by expediency, why not advocate them for everyone on the payroll rather than just those in the bargaining unit? If all employees in the United States had a contractual guarantee of annual increases, where

then would we stand in competition with the U.S.S.R. and the doctrine of communism?

4. How did you happen to get on the bandwagon of the so-called executive development programs that, being based almost entirely on the old authoritarian tradition of education, contribute little if anything to the improvement of individual behavior or administrative intelligence and may, therefore, be a tragic waste? In the formulation of these programs, what happened to the personnel principles of individuality, personal need, self motivation, creative participation and consultation?

Well, I have put some hot questions to you in order to clarify and to elaborate upon my initial observations and to provoke some soul searching.

ON THE PLUS SIDE

Now, I'll answer one of yours. Why is the personnel function uniquely and supremely different from every other function of general management and why should members of the personnel profession never be bullied or cajoled into accepting any substitute proposition? The answer: because the personnel function deals exclusively with human values with respect to everyone on the payroll; because personnel administration is the finest of all the arts; because it has as its ultimate goal the perfection of man by means applied at the places where he works; because anyone who champions the cause of putting human values in first place has to have a dedicated and crusading spirit and that spirit withers on the vine when principles and the special nature of the personnel function are compromised.

HOW TO REVERSE THE TREND

If the personnel profession is to regain some of the prestige it has lost in recent years by compromise with principles in a big way, its members will have to rededicate themselves to a personnel program that

puts *emphasis* on the sacredness of individual personalities, on emotional and personal security rather than economic and job security, on spiritual values rather than material values.

The first step in this rededication should be an intensive self-analysis by personnel officers directed toward greater self awareness, better knowledge and understanding of themselves and their impact upon others. In other words, we should be practicing what we should be preaching as members of an honorable and unique profession. There is a very slim chance indeed of knowing and understanding the other fellow unless we know and understand ourselves.

The great day may come when the world's two foremost industrial powers are competing with each other for leadership in the treatment of people as individual human beings at the places where they work. In the present state of affairs there is reason to question the competence of the personnel profession of the U.S.A. to measure up to the requirements of that greatest of all competitions. While there is still time, why not start a series of drives to get back to fundamentals, taking advantage of the inspiring practical achievements of a host of social scientists who have recently taken the ball away from the personnel profession.

THOMAS G. SPATES

* * *

From a vice president of one of the nation's largest insurance companies, a man who certainly "knows his way around" in the personnel field, comes the following brief statement which he prefers to have used anonymously:

"I suppose that any group of people, if they have any serious interest in their work, believe that their status should somehow be improved. Personnel directors, their professions to the contrary, are no exception. Yet from where I sit, the primary job of a

personnel director is to work himself out of a job.

"That company is most successful, by any measure, which gives first importance to the people in the organization. To keep this emphasis in mind is the job of every executive, supervisor, or worker, and not of the personnel director and his staff alone.

"While giving more status to personnel as such is one method of strengthening this emphasis, it can easily carry with it the notion that human problems are the problems of the personnel department and not of line management, where they properly belong."

FROM A CANADIAN SPOKESMAN

The following thoughtful analysis comes from the director of employee relations of a Canadian manufacturing company employing 3000 people, who prefers not to be identified:

"Do personnel directors have the status they deserve in the managerial line-up?

"I assume that we are discussing the chief personnel or industrial relations executive by whatever title other than "Vice-President". The vice-president is excluded on the grounds that he has the status of an officer of the company and, in theory, must be admitted to all councils.

"The question connotes a lower status than should be accorded in the light of the contribution to progress and profits which a capable personnel director is assumed to be able to make if admitted wholeheartedly to managerial deliberations; and if his recommendations are adopted.

"During my thirty years of personnel administration, which covers the whole gamut of experience, commencing with the welfare approach, through intensive unionization, to today's concern over executive compensation and management development, and from my personally satisfactory status in the hierarchy, I have had many opportunities to observe and harken to the

difficulties of some of my fellow practitioners.

"Unionization caused many firms who had given no thought to the personnel function to develop men who became specialized buffers in union relations. Such a man became identified with the hourly-rated worker and possessed characteristics for success in his field.

"As consciousness developed in management that the morale and well-being of salaried employees deserved equal attention, it has not been uncommon to overlook the labour relations man on the grounds that his associations and characteristics did not fit him for even the routine aspects of staff personnel administration such as recruiting, placement, counselling, job evaluation and clerical salary administration. These often were looked after by the office manager, or the Treasurer's department, which zealously guarded against intrusions.

"In large companies, it is now normal to find these two functions under the one man, albeit directed separately by two lower men with differing backgrounds. But I think the situations which cause concern lie more in the smaller companies.

PERSONNEL MAN RESTRICTED

"In some of the larger companies, and more so in the smaller companies, there are still many situations where the leading personnel man is not involved in management development, salary administration at the higher levels, or major general personnel policy considerations, yet such activities are being energetically pursued. This may be due to faulty judgment by top management, or lack of thinking through how the personnel function should be integrated.

"On the other hand, it could be perhaps that the personnel man has properly recognized limitations in a given situation, or maybe he showed no initiative and, through diffidence or the insecurity or indefiniteness

of his responsibilities, remained aloof while other broad activities were developed in other quarters.

"Some personnel people are so intent on confining themselves to service and advice that they eschew entering or seeking any executing or control functions by which things get done promptly. Or they fail to perceive that proper pursuit of their evaluating function must lead to pressures against discovered deviations. The popular notion is to attempt to induce line management to do the pressuring. I believe there is a proper area, albeit limited, within which authoritative pressure should emanate directly.

LACKS PROFIT CONSCIOUSNESS

"We must recognize also that too few personnel men demonstrate a cost, profit consciousness; this is somewhat understandable where the returns on money outlay are largely intangible.

"But we must appreciate that top management people, the policy makers, are without exception people who deal constantly in costs, profits and returns, and all approaches to them, except by the personnel man, are made in those terms. Furthermore, these people are skilled in, and prize, forthright executing and control. Perhaps they fail to understand or appreciate persons who appear to eye askance these virile functions.

"Sometimes what is needed is a clearer mutual understanding even though some of us might not approve the results. What is the ideal situation? Surely it must accommodate to specific circumstances and personalities. Before any one pontificates, let him reflect on two factors which in my view have an important bearing.

"The first factor is that the personnel department, as it has developed, is unique in two important respects, namely:

(a) "Classified as an auxiliary service or staff department, it is wholly unlike any of the other departments so classified, e.g.,

advertising, legal, purchasing, research,—in that managers of the line are not responsible for carrying out the company's policy pertaining to advertising, legal, purchasing, research, etc. But they *are* responsible for carrying out the company's employee relations or personnel policy. It is a major part of their jobs. They get results through people with which this policy has largely to do. In other words, we are dealing with a permeating function.

(b) "The very fact that results are obtained through people, and because no man doubts his infallibility in this respect, creates a cross not borne usually by the advertising men, the lawyers, the buyers or the researchers.

"The second factor is that we do not yet fully know how a permeating function should combine for best results, largely because the practice of modern personnel ideas in today's industrial organization structure and complex operating problems is comparatively young. The climate is dynamic and general organizational theories are still evolving."

Good human relations cannot be either window dressing or deliberate manipulation. And it had better not be just sweetness-and-light. There is no reason why it should not have some spine and firmness. Sometimes people are more insecure if you pet them than if you always let them know where they stand and why—which obviously means sometimes disciplining them; they will take it and like it if they deserve it. Sometimes, too, the whole organization is helped if you tell some trouble-maker to "go to hell", or even fire him, instead of trying to solve his inferiority complex or compensate for his wife's unfaithfulness.

Edward C. Bursk
in *Human Relations for Management*
(Harper)

Forces that Lead to Group Agreement and Decision

By EUGENE EMERSON JENNINGS
Michigan State University, East Lansing

YOU have to overcome resistance to change in order to create in supervisors the awareness and the attitudes necessary before they will practice human relations principles on the job. The most effective way now known to do that is to rely upon the training group to come to some kind of understanding, and then to use the force of this understanding to effect changes in individual members. In other words, reliance is placed upon "group discipline through social pressure" brought about by group agreement.

Levene and Butler conducted a study with a group of 29 supervisors of 395 factory workers. Before the training the supervisors were asked to evaluate their workers on five factors relating to job proficiency. The supervisors in the study were selected because their evaluation showed a consistent bias or halo effect.

A formal lecture was compared with group decision in inducing the supervisors to overcome their biased ratings. Some supervisors were merely lectured to, without encouraging them to make a formal group decision. Other supervisors were given a chance to discuss the problem and arrive at solutions. They reached a decision acceptable to everyone in their group.

The results showed that only the group of supervisors involved in group decision improved in their ratings. The lecture group did not improve and continued biasly to over- and under-rate certain workers.

The value of group decision has been indicated by various studies. Klisurich and Radke conducted experiments with house-

When trainees reach their own group decisions after discussion among themselves, the training will be both more resultful and more lasting in effect. But this does not mean that the trainer should abdicate his leadership; on the contrary, the author shows in what ways the leader's skill is highly valuable in guiding the discussion. This is the fifth in a series on Today's Group Training Problems.

wives in groups of from 6 to 9 members. The lecture method was compared with group decision in getting the housewives to increase home consumption of milk. One very interesting thing shown by this study was that the change resulting from group decision was more enduring. The degree of permanency of change is greater when brought about by group decision than by lecture.

Furthermore, the change induced by group decision was not due to the personality or training of the group leader. In this study, as in the Levene study, the training leader was the same in both lecture and group-decision groups.

The same researchers noted in another study that attempting to persuade people individually is less effective than group persuasion. It may seem that the reverse would be true, in that the individual dealt with by himself becomes more deeply involved and his instruction is fitted more adequately

to his needs and sentiments. Furthermore, the individual is given the same amount of time as is the whole group in the group session. Nevertheless, group decision accomplished greater change in behavior than the individual handling.

Group Decision Is Social Management

Group decision is a process of social management or self-management of groups. As such, the method is particularly useful in bringing about not only change in behavior coordinate with the human relations problem and an agreed-upon solution, but also a sort of awareness of the value of solving problems through group effort, which is basic to democratic leadership. Detailed discussion of the method may be found in Maier's book, "Principles of Human Relations." My purpose here is to discuss basic tendencies involved in group situations which influence consensus and group decision. These tendencies, stated as principles, are thought to be as vital to a successful training program as are the methods which Maier refers to.

Group Decision Dependent on Usefulness of Training Material

The more the trainees are dependent on the group for the satisfaction of certain needs and wants, the greater the pressure is toward group agreement: that is an elementary principle. That is to say, if the group strongly feels that the particular training is something that will have great usefulness and application to their jobs, they will be more apt to agree upon a solution than if the training is looked upon as being superficial and unimportant. It may be true that, the more important the training is regarded, the more probable that dissenters will arise; but this does not deny that pressure to conform still is greater than if the training is regarded as unimportant.

Festinger states this principle in a slightly different way. He says that pressure toward uniformity may arise because uni-

formity is desirable or necessary in order for the group to move toward some goal. For example, people will work a uniform amount and adhere to a uniform work standard in order to have the semblance of group strength which is provided by unions. In human relations training, the more the supervisors feel that their agreement upon a solution to a problem will enhance their success as supervisors the more apt they will be to agree.

I studied this principle with two groups of supervisors randomly selected and comparable with regard to age, education, and intelligence. Both groups discussed the same human relations problem. One group reached a unanimous solution whereas the other group was widely split on a solution. I had led the group arriving at unanimous agreement to believe that it was highly important that they arrive at a solution, since their superiors might instruct them in what to do if they didn't. They were led to believe that this would reflect on their judgment as supervisors. Naturally, the group was anxious to reach a sound and effective solution and to do it with all members in agreement. The results indicate that they were successful. In other words, the importance of the issue on which agreement is demanded is most important.

Too often training directors pick a human relations problem which is of doubtful importance or which is not sufficiently known to the group. This does not establish the proper grounds for effecting behavior change.

Group Agreement Dependent Upon Size of Group

Cartwright and Zander state the principle that the pressure to conform and agree also depends upon the size of the group supporting the solution. And Hare, in a study previously mentioned, found that the amount of agreement resulting from group discussion decreased as the size of the group increased from five to twelve. That is to say, human relations training with more than

ten in a group not only inhibits participation and the spreading out of leadership, but also restrains group agreement.

Group Agreement Related to Number Who Apparently Agree

In addition, it would seem that group agreement will increase with the awareness that the solution is generally supported by the group. Gorden found that awareness of group pressure, brought about apparently by the fact that many were believed to agree on a particular solution, promoted group agreement. The author on several occasions encouraged half of the group to play along with him on a particular solution to see if the pressure created would bring the remainder of the group into line. Generally, it did; try it! One training director called on certain trainees, who he knew agreed with a particular solution, to express their agreement. Doing this at just the correct time enabled him to have a high percentage of group agreements.

Group Agreement Related to Training Director's Skill

The next principle is that the training director's skill is highly related to group agreement. Hare in the study just referred to found that when the size of groups is held constant, consensus is usually related to the leader's skill, and that the leader's skill is more influential in small groups than large. At this point, Maier's experiment with supervisors should be mentioned: he used three types of directors—an untrained director, an instructed director, and a highly trained director. The untrained directors obtained full agreement in 62 per cent of their attempts. The groups led by trained directors reached unanimous agreement in 73 per cent of the cases, and the most highly trained leaders in 100 per cent of their cases. It would seem abundantly clear that the director's skill is related to reaching group agreement.

Group Agreement More Probable Under Group-Centered Training

Probably the most important aspect of the director's skill is the manner in which he conducts the discussion. There are two main types of discussion procedures. One is usually called director-centered. In this, the discussion is channeled largely between the training director and the trainees rather than primarily between and among the trainees, which is the group-centered type. In the director-centered discussion, the training director's role is usually distinct and separate from the trainee's role. This is not the case in group-centered discussions. The knack of spreading around the discussion, of jumping from trainee to trainee, of leaving the group alone as much as possible except for mild guidance, is a most important aspect of success in acquiring group agreement.

For example, Bovard studied group consensus in group-centered versus director-centered discussions. Each group under study was asked to estimate anonymously the length of a rectangle, after which each trainee's estimate was presented to the group. Then the group was asked to re-estimate the length of the rectangle. When the group was allowed to discuss the rectangle and their judgments, their estimates converged more to a common norm than under director-centered discussion.

Preston and Heintz found a similar result in studying the differences between training directors who participated in the discussion versus training directors who merely supervised the discussion but kept from getting too involved. The latter is a case of being too group centered. The results indicated that the training director's participation was far more effective in changing attitudes and arriving at group consensus than to leave the group alone. Under the leave-alone procedure no strong group opinion is formed.

Furthermore, as a by-product, trainees in groups actively led by the training direc-

tor reported their experience as being more interesting and meaningful and enjoyable. White and Lippitt found in studying the leave-the-group-alone method that fewer group-minded suggestions and ideas were advanced than in groups in which the training director participated.

Maier demonstrated that a training director could usually get a solution accepted if he conducted a discussion in what might be called a participatory manner. But if he tried directly to sell the solution to the group he would usually find resistance. He showed that a leader can actually help to up-grade a group's thinking and cause the members to discover a creative solution to a problem by asking good questions and influencing the direction of their thinking. It is interesting to note that the idea had to be worthy of acceptance before the training director could bring about a situation whereby it was accepted.

Group Decision Related to Minority Expression

But as a follow-up to this study, Maier and Solem found that the mere presence of a training director tends to up-grade the outcome of the discussion. In groups which were led by a training director who helped conduct the discussion, the groups gave 84% correct responses to a problem. The same problem was also presented to a group with a leader who merely acted as an observer. In that case, the group had only 72% responses correct. The difference was highly significant.

One of the things that the training director did was to give individuals with a minority opinion time and consideration for discussion. As mentioned in the previous chapter, this procedure is valuable in enhancing participation. The present study shows that it also offsets a majority opinion and prevents the group from arriving at a premature solution; one that is usually less worthy.

In the leave-the-group-alone procedure, minority or extreme views cannot effec-

tively compete with the pressure of the majority. Social pressure of this type is not what is sought in training programs. What is sought is pressure resulting from exhaustion of the subject, with freedom of discussion brought about by a group-centered leader. The pressure that comes from this kind of situation, together with the pressure that occurs from ideas, suggestions and solutions that pertain to the work situation, should commonly be sought in a training session. As Maier and Solem suggest, quality thinking is dependent on the opportunities the situation affords minority opinions to be heard. The leader, in giving the minority a greater voice, can up-grade the end result of a discussion.

Group Decision Dependent Upon Locomotion

Contrary to what many training directors and leaders believe, the advantages of group decision are not limited to well-established groups. That is to say, one need not confine group decision methods just to permanent groups. If this were done, ninety per cent of our training today would be handicapped for the lack of using group decision methods. The studies previously mentioned by Radke and Klisurich involved participants who were not known to each other before the training program.

However, this does not mean that maximum participation and agreement can be obtained in groups in which members are unfamiliar with each other. In the study I made, the members made more suggestions and agreed more unanimously when they were allowed to move to groups in which they had more friends. This principle of freedom of locomotion is mentioned because the training group must be made as cohesive as possible before such things as conflict of opinion and minority support can be promoted without the group falling apart or becoming endlessly bogged down, which might happen if the elements of understanding and permissiveness were not sufficiently present.

Multiple Management Matures: A Case History

By JOHN C. BAXTER

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Grand Rapids, Michigan

THERE is a natural magnetism between a certain kind of company and the idea of multiple management. Take a company that has a democratic atmosphere, a philosophy of participation, belief in growth and a youthful spirit; to it add the idea that adequate decision-making should be moved down the line as far as possible. The result is as natural and simple as a love affair. With the final understanding that multiple management is a means of getting more people into the management act, the love affair is likely to end up properly with a wedding.

There are nevertheless pitfalls and rough places in it. This is the story of one such affair; the discovery of the pitfalls and the sometimes slow and halting adjustments made to climb out of them. Essentially it is the story of an evolution, not by any means completed, of our thinking on how to get more out of and into management people.

The treasurer started it in our company by calling together all the department heads about three times a year for a briefing on general business conditions and the results of our own operations. There were about 35 at the meetings. The purpose was purely communication. The value of the sessions soon became so apparent that the department managers began thinking about ways to make them still more valuable, and also more frequent.

About this time one of the men discovered multiple management as practiced at the McCormick Company in Baltimore. Fortunately this man had a persuasive na-

One man sparked the idea and enlisted the interest of others. The author tells how "multiple management" gropings evolved in six years from a simple once-a-month breakfast meeting to the present more ambitious organization consisting of study groups reporting to a committee of the whole. The end result is machinery whereby junior executives take their own development in hand, helping each other acquire managerial skills, viewpoints and attitudes.

ture and led several others to read about it. A committee was appointed to investigate and make recommendations.

The committee's first advice was to exclude all members of the Board of Directors and senior officers of the company. The purpose was to realize greater spontaneity and freedom in the discussions. Top management took a somewhat dim view of this idea, but finally agreed to maintain a hands-off policy so long as that policy promised more freedom. It is apparently true that many people find it difficult to speak frankly in front of the boss; we did achieve more spontaneity.

PURPOSES OF THE BOARD

By-laws were drawn up and approved. The *Departmental Board* came into being. The membership consisted of all the exempt people in the organization, which by that time had grown to about 35 after exclusion

of those mentioned above. The purposes were fivefold, but revolved around one central thought:

To assist the management by:

1. Furnishing ideas and recommendations to the Board of Directors.
2. Acting as a sounding board on policy matters.
3. Providing a forum for discussion.
4. Improving communications between departments.
5. Developing and training leaders through participation in the problems of management.

Another point clearly made in the By-laws that seemed to impress top management with our suitable modesty was that the Departmental Board had no administrative or directional authority as a board. All recommendations on policy were to be referred to the Board of Directors, and all matters on procedure to the department head involved by the recommendation. Since that department head was also a member of the Board, he had a voice in the recommendation itself.

For one year this was our organization and our status. We met once a month, usually for an early breakfast and a meeting that lasted one hour or a little longer. The group discussions covered matters of general interest, and committee reports and assignments. One of the successful committees worked on order processing. Its advice was followed to the letter and resulted in faster and less costly order handling. The committee on lost quotations reported fully on each lost order of any size. Certainly the educational effect was tremendous, but not capable of measurement. Another committee studied the method of handling inquiries. Others handled projects of similar nature. We even had a committee to study the work of committees and to recommend uniform procedures. Some were successful and some not. The average was pretty good.

The need for change crept up on us. Attendance declined slightly. The general

meetings fulfilled a purpose but, for any detailed or spontaneous discussion, 35 people was too large a group. Fortunately almost everyone stayed interested in the main purpose of making the Departmental Board amount to something. When we began to drag a little, action came fast.

MEMBERSHIP LIMITED, WITH ROTATION

The committee on organization was reconstituted, and this time suggested that we follow the McCormick plan still more closely. Membership on the active Board was to be limited to 14, with a provision that four should retire at the end of each six-month period and four new members be elected to replace them. A rating system determined which of the fourteen active members should retire.

The maximum continuous term was two years, and in actual practice many people did serve the maximum term. All exempt people were eligible for election to the Board and for committee assignment.

BOARD MEMBERSHIP A PRIVILEGE

With this form of organization we sought consciously to inject a spirit of competition into the matter of serving on the Board. We tried to make it a privilege and an opportunity and thus something to compete for. In this we were successful. For three years and more the set-up brought us at least close to fulfilling each objective on a continuous basis. In detail there were good things done. One group revised and improved the suggestion system and then continued to administer it. Another group did a study on overall company organization and as a result several changes were made that proved valuable. Still another group sparked the creation of an operating manual for the office.

To evaluate the total force of these projects, remember that each one was watched by at least a dozen young men, many of them on the first rung of the man-

agement ladder. The meetings continued to give them an overall view of company operations, and the committee work that they did and observed gave them insights into problem-solving methods and attitudes. The congeries of contact gave the men who were anxious to grow a climate peculiarly conducive to growth. The time of all was well spent.

Yet, successful and profitable as the Departmental Board had become, limitations began to appear. By the summer of 1953, after almost four years of operation, this form of organization was ready for a change. In a fast-moving company, it appeared that something better might be found. Here are some of the comments made at this time, with no attempt at relative evaluation:

REASONS FOR LATEST CHANGES

1. Most of the members who were active at first had been shelved by the two-year limitation. Perhaps their removal had clouded the original objectives somewhat, and perhaps the newer group had better and clearer objectives in mind.

2. Projects, and good ones, had become the main interest of the group. And they were a little harder to find, at least the sort of project that would show palpable results.

3. Interest in the meetings began to deteriorate, possibly because they became an old story, possibly because the group then active possessed somewhat less background on the average.

4. Top management began bi-weekly meetings attended by division heads and plant managers. These meetings duplicated to some extent the Departmental Board coverage, both in people and subject. The meetings largely accomplished the first four of our original objectives. You might say the Departmental Board had a part in pointing up the need and the content of the top management meetings, and in this sense could chalk up an accomplishment. The conflict was nevertheless real.

By the autumn of 1953 a new committee came out of the Departmental Board charged with the mission of recommending an overhaul after a complete evaluation. This committee was a good one. It met about 20 times over a period of about eight months. Its work was rounded and revolutionary to the point of excitement. Then that work was compressed into a skillful and effective flannel-board presentation by the chairman of the committee. It was shown first to the entire exempt group, then to the top management group and finally to the Board of Directors. It went like this:

CHANGES SOLD TO TOP MANAGEMENT

The Board of Directors and the division and department heads certainly possessed the ability to operate effectively within their own spheres of interest. While the work of the Departmental Board within those spheres of interest was not considered an encroachment, it did sometimes duplicate other work and sometimes missed the mark. The membership of the Departmental Board changed so frequently that the Board itself did some duplicate work and on occasion repeated its own mistakes.

This thinking took the Board completely out of the areas of discussion forum, sounding board, and policy and procedural matters. In this fact lies the contribution to the multiple management idea. The Board was left with the challenges of (a) communications and (b) the development of leaders.

Said the committee: There is no easy way to summarize the urge of a man who wants to make progress, nor can you always predict the path he will follow. But without certain attitudes his desire to grow is fruitless. He must acknowledge his own responsibilities. He must realize that it takes, first of all, eight hours work for eight hours pay; that self-improvement is something only he can undertake; that everything takes time and energy and practice—

all from himself. To match his own effort, the company can offer only an opportunity to exercise the faculties he acquires—the freedom to plan and the authority to make significant what he plans.

These things must be realized before setting out on a program of training. Without their acceptance both in principle and in action we were licked before we started. So said the committee. They laid it forcefully on the line and the Departmental Board responded.

MECHANICS OF PRESENT PLAN

The mechanics of our plan look simple but they are the result of many long sessions. Small study groups were organized, each pursuing a major subject or a number of related subjects. Changing from one group to another was made easy for the individual at his own request, and the initial assignment was also at his own request. The chairman and secretary of each study group report to central group meetings the progress of their committees. Overall direction, considerable prodding, and many ideas come from the central group. There are four groups, as follows:

1. Suggestion Group. The assignment is to study and recommend new ideas from any source, for methods, processes and products; also to propose new ways of stimulating such ideas.

2. Special Studies Group. To work in areas which seemed to require attention at the time.

3. Education Group. To provide study opportunities for all below department head. To date, this group has arranged and conducted courses in slide-rule use, blueprint reading, machine shop practice, letter writing. Courses in human relations, personnel management and secretarial practice at the local university extension have been approved for various people, with the company paying half the fee on successful completion. It is at present working on a training session about our own products.

4. Horizontal Training Group. To further the training of the exempt people in theory and practice. In the course of nine months it has reviewed thoroughly the first unit of the general management course given by the American Management Association. It has embarked on a program of seminars attended voluntarily and in force on Saturday mornings. Subjects covered so far or projected are planning your day, how to delegate, decision making, working with a budget, staff functions, relating wages and performance. Attendance at these has been remarkable and interest high. The group proposes to continue.

This is the shape of the Departmental Board right now. Our idea of multiple management has evolved in less than six years so that now it embraces fully the doctrine that management is the development of people. It provides the time and place for stimulating people into growth. Then it makes it easy for them to acquire skills, viewpoints, attitudes. But all of it must be done by themselves. In this lies its claim to a measure of maturity.

"Since informal organization cannot be destroyed, the next best thing is to use it. Personnel managers, who happen to be among the officials most frequently by-passed by the informal organization, should make what use of it they can. One of the first steps toward this end should be a sociometric study. Such a study will reveal the lines of authority in the invisible organization. The personnel manager will then know who are the figureheads and who are the real leaders among the members of the executive staff. . . . To sell an idea to a figurehead is a waste of time; to cultivate the real leaders is worth while."

William H. Knowles
in "Personnel Management"
(American Book Company)

Grapevine Helps Pick Supervisor

By B. J. SPEROFF

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THE "grapevine" as a vehicle of communication is usually thought of as unplanned and uncontrollable, more likely to spread insecurity and create tensions than to serve any useful purpose. But when the management has information which can be fed in experimentally, like dipping a toe into the water, the company grapevine can perform a valuable service in ascertaining the reaction of employees before an announcement is made official.

This is a report of how the grapevine was so used by a food chain store manager to check on the acceptability of an employee he had tentatively selected as a department head. This food chain had no fixed procedure for selecting people for promotion, nor a training program for pre-supervisory personnel. The usual thing was to promote the employee who was qualified by seniority and ability to head the department. In the past this had worked out quite well, but not as well as the management would have liked.

At about the time the department vacancy occurred, a relatively new employee with boundless energy and motivation caught the attention of the store manager. This young employee rated head and shoulders above the department employee who had the most seniority. The manager desired to fill the vacancy with the younger, more energetic man, but hesitated to do so because of past company practice. He consulted with his District Supervisor, who urged him to comply with precedent.

However, the store manager prevailed upon his superior to allow him to try an experiment before filling the vacancy. His

Just as a politician may send up a "trial balloon", we suppose it's perfectly legitimate for a company to plant a rumor. But you may wonder what the effect would have been on at least two good people if the scheme hadn't come off—and what employees would think if they were to discover that their "grapevine" had been manipulated in this way. Readers' reactions are invited.

idea was to circulate the name of the young man as the next department head, then through feedback reports, interviews, and even the gossip from the grapevine itself, check out the desirability of his selection in terms of his acceptance or rejection by the employees.

Accordingly, he called into his office one morning the contract milk delivery man, took him into his confidence, and asked him to casually pass on to one of the dairy department employees the rumor "X is going to be the next department head." To the amazement of the manager (and as it turned out, of the District Supervisor as well) not only did all the store employees learn the "news," but it also infiltrated two other stores, and even many store customers became aware of it.

The following day the manager made it a point to talk with employees of various departments. If they themselves did not mention the "news," he cautiously introduced the topic. In this manner he was able to assess the personal reflections, feelings,

and judgments of his employees. That same afternoon the District Supervisor also conducted a field survey and corroborated the findings of the store manager.

At the end of the day the young man was summoned, and both the store manager and District Supervisor informed him of the promotion, explained his new duties and responsibilities, supplied him with prepared information on the chain store operations, and discussed several questions which were raised. The manager said that a store bulletin would officially announce the promotion the following day.

Next, the oldest department employee was called in and informed of the decision.

Both the store manager and District Supervisor carefully explained the reasons and causes for their action. The manager indicated that opportunities for advancement were still present, and furthermore that he was to be given a five dollar raise, commensurate with his added responsibilities as assistant to the new department head.

Some six months after the promotion was made, a review of the entire situation revealed no particular problems or interpersonal difficulties—employee morale in the department was high, profit margins were slightly higher and, most importantly, the department head and his new "assistant" were working together well.

About the Authors

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Supervisors Evaluate AEC Jobs

By HERBERT HUBBEN
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THE participation of supervisors in various personnel activities is sought by many organizations. Obtaining it is difficult, even when the aim is supported by top management directives. One reason is that the urgency of personnel programs frequently tends to obscure administrative considerations. Another is that personnel specialists everywhere feel that their experience and training fit them to make personnel decisions. In the Atomic Energy Commission, which has worked from the start on the principle of assigning responsibility for all personnel management matters to the operating supervisors, we have tried consistently to overcome both tendencies.

Supervisors are not reluctant to exercise their personnel responsibility in the selection of personnel to staff their organizations. Generally they respond well to their responsibilities to make awards and promotions. They have a tendency, however, to regard any administrative procedures involved in the personnel process as cumbersome and unnecessarily restrictive. This is particularly true on necessary preliminary activity, such as job evaluation, designed to put a price tag on a collection of duties and responsibilities. Furthermore, it is obviously necessary not only to gain tolerance of the procedures, but to gain understanding of and sympathy with the thinking behind them.

The Atomic Energy Commission worked for a number of years to develop a job evaluation system that would provide a general frame-work within which all jobs in the Commission could be evaluated—clerical, custodial, administrative and professional. Since the understanding of the

Whatever your job evaluation system, supervisors' understanding and acceptance of it is essential to its success. The author tells how the AEC ensured such understanding and acceptance by having all section managers participate in the choice of a system in the first place, and then in the description, analysis and final evaluation of "benchmark" jobs.

system by operating supervisors would be an absolute necessity, it was determined that their participation would be essential, as well as being consistent with over-all assignment of personnel responsibility.

The original formulation of the program was launched by a meeting of personnel technicians in Washington, held for the express purpose of discussing the general desirability of any job evaluation system at all. The Commission had the option, being exempt from Civil Service, of determining its own system, using an existing system, or proceeding on a random rate basis. It was essential, therefore, that there be thorough understanding of the reasons for job evaluation.

Although the personnel technicians generally had little question about the desirability of a system, the discussion was lively, since this was a dry-run for sessions each of them was to lead later. The personnel technicians then went back to the several operations offices around the United States, and had meetings with the top echelon of management and division directors to discuss the need for job evaluation

These meetings produced extensive debates, in many cases, and were not universally successful. They did, however, alert top-level supervisors to the current work and thinking in the field. They also led, quite naturally, into decisions to explore some of the existing systems for applicability to the AEC type of operation.

GETTING SUPERVISORS "INTO THE ACT"

Teams of supervisors then inquired into various governmental and industrial systems, using existing Civil Service job descriptions, to explore the ease and usability of plans then being employed. By this time we had decided that our main requirement was a system simple enough for operating supervisors to understand without having to familiarize themselves with personnel jargon. When such a system had been agreed upon, we eventually came to the point where it was necessary to select appropriate AEC jobs to be used as "benchmarks", and to have these well described, logically analyzed, and honestly evaluated.

Here again, the participation of supervisors was sought and obtained. In all operations offices, benchmark committees were established, consisting of responsible operating supervisors. These committees selected, described, and evaluated typical jobs which had wider relevance than their immediate field of specialty. All of the proposed benchmark jobs were considered by an AEC committee of personnel technicians, and duplicate and unique jobs discarded.

Each of the local benchmark committees then received a total set of proposed jobs for review and criticism. Inter-office rivalry assured careful scrutiny of all jobs, and the technical supervisors on the committees assured thorough exploration of all aspects of the descriptions.

The installation of the system involved day-to-day participation of all echelons of supervision. Job descriptions and evaluations were reviewed by supervisors prior to being submitted to review by personnel

technicians. Disagreements were, in most cases, readily resolved. In the few cases where no agreement was possible, the case was submitted to a top management committee, which examined the job in detail and made a recommendation to the local manager for decision.

Approximately three years have elapsed since the installation was completed. The AEC recently made a series of field studies of the system and how well it was working. The studies were conducted through desk audits of selected jobs, review of job descriptions, functional statements for the organization involved, and discussions with top management and operating supervisors.

RESULTS GOOD AFTER THREE YEARS

The study showed a need for more benchmark jobs, and for controls to ensure consistency in administration. It also showed that a number of supervisors needed training in applying the system, especially those who had been appointed after the initial steps had been taken. In other words, our job was not finished and probably never would be.

But our overall objectives have been achieved. Grades are determined rationally in accordance with the described duties of the job. Staff planning has been facilitated through a clearer understanding of the place of each job. Most supervisors are familiar with the system. An encouragingly large majority believe in it, and now understand and appreciate the need for a rational means of determining individual compensation.

Whether they have fully accepted the designated role of personnel managers remains to be seen. The installation of a continuing orientation and training program should increase supervisory acceptance and participation. Up to now, the effect of supervisory participation in the program has been good, and we can recommend it to those organizations which believe in delegating personnel responsibility.

As You Were Saying—

MANAGEMENT CONFERENCE AT PRINCETON

A first sampling of Princeton's annual 3-day conference on industrial relations and management development is a memorable experience. Ned Hay for the past several years has written most enthusiastically about this meeting. Having substituted for him this year at the invitation of the conference chairman, Frederick Harbison, director of Princeton's Industrial Relations Section, I can easily understand why each year many more executives would like to attend than the 100-odd who can be accommodated.

One thing that makes this conference stand out is the quality of its speakers. For example, first on the agenda was Gabriel S. Hauge, administrative assistant to President Eisenhower for economic affairs. His subject, the economic outlook, might have seemed dull and profitless if handled in a pedestrian way. But Mr. Hauge was obviously so well informed and so intimately involved in the nation's economic affairs that he held everyone's interest and added greatly to the group's understanding of his field. Next to be heard was Harold F. Smiddy, General Electric vice president in charge of the company's multi-million dollar program of manager (not management) development. To name just a few others of the distinguished "faculty", there was W. B. Murphy, president of Campbell Soup Company; Charles A. Myers, director of MIT's Industrial Relations Section; Louis A. Allen of Booz, Allen & Hamilton, management consultants; A. W. Brown, manager of the Insurance and Social Security Department, Standard Oil Company (New Jersey). Frederick Harbison did an excellent job as chairman. J. Douglas Brown, presiding genius of the conference for many years and now dean of the University faculty, was there but was not a scheduled speaker.

Also conspicuous is the quality of those attending. Personnel directors, directors of industrial relations and employee relations managers, of course, predominated. The roster

showed 59 people with these and similar titles. Fourteen of this group were vice presidents. Not included in the count of 59 were ten assistant vice presidents, many of whom function as personnel people. Gratifyingly, ten "students" could only be described as plant managers, superintendents and so on, indicating the increasing awareness of business that the personnel function is every manager's concern. Many of the country's best-known companies were represented.

THE CONFERENCE SETTING

Physical arrangements were little short of ideal. The meetings were held in what seemed to be a reading room or lounge at the Graduate College, where students' dormitory and dining rooms were made available for the participants. The college is on a knoll perhaps a half-mile from the center of town and the main university buildings, and is bordered on two sides by a golf course. The low buildings, some with cloisters, are in the classic tradition, joined together and enclosing two nicely planted quadrangles, reminding some visitors of Oxford.

Talks were scheduled for morning, afternoon and evening of Tuesday and Wednesday, September 18 and 19, and Thursday morning. After lunch at the college Tuesday many of the delegates strolled down to have a look at other university features, especially the relatively new Firestone Library where the Industrial Relations Section offices and library are comfortably established in the basement. Hazel Benjamin, IRS librarian, opened up file drawers and encouraged all to examine shelves and racks in what may be the most complete library in this country specialized in employee and industrial relations. Naturally, I spent a while looking through ancient bound volumes of *Personnel Journal*; like the Dodo bird, I like occasionally to look backward to see where we've been.

GE'S "MANAGER DEVELOPMENT"

The temptation is to write pages about the conference talks; I'll spare you that and hit only the high spots of those I heard before leaving

Wednesday noon. Harold Smiddy of General Electric impressed on the group at the outset that he was not going to talk about *management* development but about *manager* development. His aim is to help each man develop himself as a leader; the thing is individual and personal, not a matter of wholesale lots. Any company aiming to make its managers more valuable to themselves and the company must have as many development plans as it has managers. At every level, the development of men under him is part of every manager's job. Fortunately, this is an art which can be taught and learned.

General Electric is delegating real authority way down the line—more so than is easily believed. G.E. people start learning management as foremen; at that level errors are easier to correct and less costly; skill comes from practice.

All included in the development program have a personal appraisal at least once a year. Smiddy himself has an appraisal session with his boss; he in turn meets with those who report to him. As part of the procedure, the man appraises himself and his achievement before talking with his boss. The mere fact that the boss takes the time to sit down for two or three hours and talk things over with a man often does wonders for him; a veteran employee after his first experience of the kind may express the tremendous lift he got out of it with some such remark as, "This is the first time anybody ever talked with me like this in thirty years!"

THE CROTONVILLE INSTITUTE

GE's school or development headquarters at Crotonville, N. Y., was described. Men are sent there for a three-months Advanced Management course as a work assignment. The company took over and converted to its use a 300-room hotel. By the end of this year, Mr. Smiddy said, about 300 men—a cross section of managerial people, division general managers and vice presidents to section managers—each will have had thirteen weeks there.

The Institute is a year-round project "complete with the intellectual, physical, recreational and living resources needed to provide an environment for intensive detached study, thought, discussion and personal growth of enough depth to have a chance to effectuate permanent changes in previous thought patterns

and work habits." The course focuses on GE's environment and objectives; future challenges to GE managers; basic organizing ideas and managerial philosophy; the broad responsibilities of GE managers; elements of the professional manager's work; improving teamwork among GE components; and developing future managerial outlook and aims.

GOOD "CLIMATE" ESSENTIAL

Mr. Smiddy itemized four main elements in the company's thinking about manager development: (1) Climate is basic and each manager is responsible for studying and improving the climate of his component; (2) Self development—each manager is responsible for his own development and for providing opportunities and challenges for his men; (3) Managers need to concern themselves with the continuity of leadership, with long-range and short-range manager manpower planning; (4) Manager education—reading and study plans developed by the manager with and for each of his men, and taking advantage of available local courses at company locations, outside courses and activities, and the Crotonville course.

The first big reason for "all the fuss" about manager development today, in the speaker's opinion, is that the job of the corporate manager "has changed dramatically within even the past fifteen years." The second reason is the progressive decentralization of business which "has created a demand for managers for the future . . . which is of astronomical proportions" compared with previous ideas. Business has seen, in the last decade or so, changes as dramatic as have been witnessed in transportation since horse-and-buggy days.

There is no such thing as the "manager type". Many kinds of men make good managers, but GE found the underlying attitudes of successful managers surprisingly constant. They also found—and this was a problem—far too many managers who felt they did not have the time to do the real work of a professional manager, particularly as related to the development of men. They were too busy functionally.

During 1956 some 2200 General Electric managers will have completed some 120 decentralized professional business management courses. Next year about 4,000 more will have covered the same ground, plus another 4000 who

will take a second, or depth, local course dealing for 20 weeks with fundamental "man-manager relationships".

TOTAL DISABILITY BENEFITS

A. W. Brown, manager of the Insurance and Social Security Department of Standard Oil Company (New Jersey) spoke interestingly on "Trends in Total Disability Benefits". The elements of a good company disability program include (a) the prevention of accidents as far as possible, (b) financial assistance to the disabled, and (c) rehabilitation, placing the returned worker in a suitable job as nearly as possible at the organizational level where he was before. The number of companies with disability plans, Mr. Brown said, is growing rapidly. One development in this field to which employers are giving much attention is the start of the Federal disability insurance program; taxes to finance it will start, I understood, on January 1, 1957.

A debated feature of the new program is that a disabled worker must be at least 50 years old to collect under it, which may seem worse than curious to a man of 30 or 40 who is disabled and whose necessary expenses may be even greater than an older man's. Another matter which promises trouble is defining what "total disability" means. Supposing a skilled worker who has been earning high wages recovers only sufficiently to operate an elevator: is he "disabled" in your book? Many companies are inclined to be generous in their interpretation of such rules as they have to cover such cases. What will happen when government boards have a voice in such decisions? Mr. Brown expects these and other matters will be ironed out in time.

HOW CAMPBELL DOES IT

The Tuesday evening session was addressed by W. B. Murphy, president of Campbell Soup Company since 1953. His subject was "Top Management Concern with Building the Managerial Organization". For many years Campbell's was an authoritarian or "general manager" type of organization: the top man made the decisions. When Mr. Murphy took over he found few managers who had demonstrated any capacity to exercise initiative and make decisions for themselves. The organization chart

as it stood was useless. His first job was to identify his able people and organize around them. Where necessary, big jobs were split up into small pieces that could be handled satisfactorily by the available manpower. At one point in his talk he said that 80% of his time was devoted to personnel matters.

As for manager development, Mr. Murphy seemed to feel that, in large part, this takes care of itself. Each promotion at the top of the organization, he pointed out, means about ten promotions lower down the line. When this happens a few times the word gets around and good men develop themselves; that is, they prepare themselves for the jobs ahead. Neither overpraise nor be super-critical, he said. Praise only for exceptionally good work.

One statement seemed to meet with some skepticism—that it is easy to spot promising youngsters in the organization. Another statement that didn't seem to go down so well was that the industrial relations department is a company's F.B.I. without seeming to be, the eyes and ears of management, the voice of management in labor relations. "We couldn't do without our industrial relations man", he said.

Rapid communication lines were a first essential, in Murphy's judgment. In emergencies these should run not only up and down but across lines of authority. The conferees were particularly interested in his statement that staff meetings are quickly reported in detail to everyone in the organization who is interested in the matters discussed. Members of the audience wanted to know how many copies were distributed, whether there wasn't some censorship or "doctoring", and so on. As in most instances, the questions and answers and the ensuing general discussion were almost as instructive as the talk itself.

A NEW LOOK AT PERSONNEL MEN

Two Massachusetts Institute of Technology men spoke on Wednesday morning. Charles A. Myers, director of the MIT Industrial Relations Section had as his subject "Line and Staff in Industrial Relations—A New Look". Howard W. Johnson, director of MIT's Executive Development Program, spoke on "Advanced Management Training in the Universities", with some emphasis on the MIT Sloan Fellowships.

The personnel officer, said Myers, is essen-

tially a staff man, frequently a top executive in the front office. His function is chiefly of an advisory and service nature, with some decision-making in certain matters such as wages and the settling of grievances. But when the personnel officer is a veteran with his company and has earned confidence and respect, his "advice" may very likely take on the nature of a firm decision or order.

The personnel man needs some political status within the organization to get results. The line officers often don't know what help they need that he is prepared and eager to give them: therein lies his frustration.

COLLEGE COURSES FOR EXECUTIVES

Howard Johnson, in an excellent talk which was mostly concerned with the reasons for sending young executives away to take a university course, urged that companies send their best men, not their second-best or men who can easily be spared for a while.

Letting down his hair, Mr. Johnson confessed that college programs for executives have become something of a racket. At least 35 colleges now offer them. The real purpose of some of them, he said, is to put on a good show and make a fast buck. He expects them to "proliferate" a lot yet, and then for most of them to die in a hurry.

A college brochure about its executive program, he said, always looks better than the

process itself. Responsibility and authority on a job are the two greatest educational factors. At best, the university can play only a small part in the total development of a manager. Companies can do themselves a service by picking good people to send, and establishing definite objectives in doing so. They should make more than a superficial study of what courses are available for the purpose they have in mind, do some experimenting, and keep in close touch with what's happening. An instance was cited in which a company was not satisfied with certain aspects of a program to which they had been sending men. The college did not alter the program as suggested. The company then withdrew their usual complement of men for a year; the college corrected the objectionable situation and the company went back the next year.

With respect to executive development courses of whatever depth and length, all colleges are feeling their way along. The best of them don't want to over-sell their programs; the companies themselves sometimes harbor exaggerated ideas and expectations of what can be accomplished. The basic reason for sending an executive to college, Johnson thinks, is to stimulate an innovator, to help a man see a need for change and go ahead with it. For many a hard-boiled executive who doesn't expect to get much out of such a course it can be, as one such manager said, "a terrific experience".

HARRISON TERRELL

PART-TIME WORKERS IN INDUSTRY

IN THESE days of short labor supply, personnel departments must consider every recruitment possibility. It is also necessary now, as always, to try to find the best quality of employee. Has an important category of employee been overlooked or neglected? Isn't it about time to reconsider the use of part-time workers? On the whole, part-time workers in industry have been regarded as make-shift employees. Part-time jobs have been accepted as necessary emergency measures rather than as permanent policy. Has this attitude deprived industry

of both an important quantity and quality of employee?

To learn more about current practices, opinions, and experiences with part-time workers, questionnaires were sent to the members of the International Association of Personnel Women. Personnel women were chosen for the query because most part-time workers are women, and because women handle the personnel jobs where much of this kind of information is available. 108 questionnaires were returned. Twenty-eight were from manufacturers, twenty from retail stores, nine from insurance companies,

and eight from banks. Others were from law firms, publishing companies, research bureaus, hospitals, academic institutions, printing, utility, transportation, advertising and communications firms, libraries and state governments. *Personnel Journal* cooperated in the survey.

Those filling out the questionnaire were asked to state: the nature of their business; types of positions available on part-time basis; desirable hours for part-time workers; salary arrangements; comparative wage rates; the sort of work that lends itself best to the part-time arrangement; reasons given for desiring part-time work; advantages of hiring part-time workers; disadvantages of hiring part-time workers.

KINDS OF PART-TIME WORK

Most of the work done on a part-time basis is clerical. File clerks, secretaries, stenographers, business machine operators, switchboard operators, tellers, receptionists, bookkeepers, were listed by nearly all those replying to the questionnaire as jobs done on a part-time basis at times in their businesses. Twenty-one listed sales jobs, thirteen food service jobs, waiters, bus boys, etc. In two companies some editing was done on a part-time basis. Twelve firms mentioned medical work; three, elevator operators; seven, messengers; five, interviewers; three, assembly line jobs. Social workers, dieticians, lawyers, architects, engineers and supervisors also held part-time jobs.

Part-time work was defined as less than a forty-hour week by 70; as part of a day by fourteen, as several full days a week by five, and as full-time for brief periods by 16. Most of the work was done during part of each day, either morning, afternoon or evening. Five companies however, used part-time workers for several full days a week, one company used workers by the project, and one alternated part-time workers on two-week shifts.

Eighty-five companies paid part-time workers on an hourly scale. Eleven paid by the day, thirteen on salary, seven paid commissions, three fees, three paid on a piece-work basis, three weekly, and two monthly. Many companies used different rates for different workers. Most companies did not pay a higher rate for part-time work, but twenty-four reported that their rate for part-time work was slightly

higher than that paid full-time employees. Many companies had no age limit for employment, but eight reported a top age of 65, seven of 45, three of 50, and one each for 50, 60, and 70. Minimum age for employment was reported by three firms to be 16, by four 18.

Most part-time employees are housewives or students. Housewives work because they need more money (about fifty gave this answer); because home duties don't permit them to work full-time (again about fifty); fifteen answering the questionnaire felt that housewives worked because they were bored without enough to do at home, because they wanted to get out with people and be active. Social security and other pension benefits also had some influence, three employers felt, in deciding employees to work part-time. Many companies reported that part-time employees working on a permanent basis were eligible for various company benefits such as insurance, pensions, and discounts. Students obviously work part-time instead of full-time because they are going to school. Their reasons for working are, first of all, financial, and second, to gain experience and work into full-time jobs after completing their education.

REASONS FOR PART-TIME WORK

The advantages listed by employers in hiring part-time workers were primarily two: first, it was necessary to hire part-time workers in a tight labor market, since there were not enough full-time workers available. Second, part-time workers took care of peak work loads, either seasonally or daily. Variations on this last reason were reduction of overhead by using part-time workers at odd hours; more efficient use of skilled personnel by using part-time workers to do unskilled parts of a job; and cutting costs by not employing full-time workers who would be idle part of the time.

Many answering the questionnaire reported that their companies had a policy of using student help part-time as a recruitment aid. Students working part-time were trained on the job, and usually came to work full-time on graduation. Many firms have worked out such part-time employment plans with schools very successfully. Other advantages to the employers were that part-time workers were usually mature persons familiar with the job. Part-time workers

didn't lose time on the job taking care of personal business. Some companies have found that excellent skills are more widely available in part-time workers, that they have strong working incentives and are more enthusiastic, reliable, conscientious, alert and intelligent than many full-time employees. They have a fresh outlook. Some part-time workers concentrate better during their shorter hours, and actually accomplish more for the time put in than many full-time workers.

REASONS AGAINST PART-TIME HIRING

Disadvantages were; first, that to employ workers part-time requires extra record keeping and supervision, and double training. There is a heavy turnover among part-time workers and a lack of loyalty and responsibility. Part-time workers are not always available when needed, can't follow through properly on a job, and make a promotion program difficult to administer.

The apparent contradiction in terms which appears in the listing of advantages and disadvantages can be explained. Analysis of replies to the questionnaire indicates that there are two kinds of part-time jobs: those on a regularly scheduled basis throughout the year; and those used to take care of peak loads. Of the two, the first is the more important and more satisfactory, although the second is indispensable in some companies. There are two types of part-time workers, corresponding to the two kinds of work. The first are most likely to be mature women, usually ex-employees who know the job, are experienced and well trained. The second are more apt to be irresponsible, require too much training for the work done, and require too much paper work and supervision. The student part-time worker on a regular basis is also valuable, but usually develops into a full-time worker, so for the purposes of the study may be dropped.

It would seem that a careful study of this first category of part-time work and workers would be valuable to personnel people. Thoughtful analysis of work periods, orientation, job planning and scheduling, might pay off handsomely. Could overhead be cut by using teams of part-time workers, on the job every other day, or every other week? Such a system would not

leave a desk and office space idle half a day, and would save lunch, carfare, and clothing expense for the employee. Judicious use of exit interviews, careful contact work with ex-employees might yield a rich harvest of trained, experienced employees through the years. Women leaving good jobs to be married could plan, on resigning, to return again when the domestic situation permitted part-time work. This is sooner than you think! Isn't it possible that here is an important backlog of highly qualified employees?

DOROTHY BONNELL

BOOK REVIEW BONUS

THE GIVE AND TAKE IN HOSPITALS—*A Study of Human Organization*. By Temple Burling, Edith M. Lentz and Robert N. Wilson. G. P. Putnam's Sons, New York, 1956. 355 pages. \$4.75

Anyone who has had anything to do with a hospital, even as a patient or a visitor, would find this book fascinating if he's the least bit interested in what makes the wheels go 'round and the attitudes and thoughts of workers. An "intimate revelation" is the phrase for it; doctors, nurses, surgeons, technicians, board presidents, administrators, nurses' helpers, volunteer aides parade through the pages and tell, seemingly, their inner thoughts about their relationships with their patients and their fellow workers.

The purpose of the book is to provide insight toward the improvement of human relations skills within the hospital. The study was initiated by the American Hospital Association and conducted by researchers from the New York State School of Industrial and Labor Relations of Cornell University. By serendipity or otherwise, personnel people in commercial organizations could reap a good deal from it; for example, the story of men of 70 and 80 (page 174) suggests the profitable employment of people well past the usual age on special jobs which they may do far better than a younger more ambitious man.

BOOKS

EMPLOYMENT PSYCHOLOGY: THE INTERVIEW.
By Bellows and Estep. Rinehart & Company Inc., New York, 1954. 295 pages.
\$4.50

Personnel people everywhere have long sought methods of predicting job performance through a personal interview with the applicant who, himself, has no clear idea of his capabilities.

If you are hoping to find a push button answer to this troublesome question, this book won't give it to you.

The authors have, however, reviewed most of the current and past techniques pointing up the merits and faults of each. Many of the proven methods of interviewing job applicants are examined minutely.

Clinical approaches to selection and placement as well as patterned interviews are treated critically. It becomes clear as the reader progresses through this book that he should have several methods in his repertoire.

Because of pressures, the interviewer has limited time to make his selection and therefore, requires tools which will most quickly and accurately foretell probable job success. The authors recognize the value of aptitude, dexterity and psychological testing to speed up the process but the emphasis is on improving interviewing methods.

The interviewer who believes he is doing an acceptable job might be somewhat deflated were he to actually measure the performance of those for whom he predicted success. To this end the authors outline several procedures for evaluating results. The chapters dealing with the effectiveness of selection techniques will be especially valuable to the research-minded reader.

Subject matter is well arranged and the reader will, upon finishing this text, have

the impression that he has received a "full treatment".

The authors' conclusions which appear at the end of each chapter are helpful for reference purposes, as is the bibliography.

Whitney S. Gardner
United States Fidelity
and Guaranty Company, Baltimore

LABOR ON THE MARCH, by Edward Levinson.
University Books, Inc. New York, 1938—
reissued 1956. 325 pages. \$3.50

Labor on the March is an account of the emergence of the C.I.O. from an idea to a full-grown union organization of four million members (in its affiliated international unions) by December 1937. Edward Levinson wrote this story twenty years ago as it happened. On leave from his job as labor editor of the New York Post, Levinson at the time was working for the UAW-CIO. His book reflects his partisan role and pulses with the glow of the great, initial success of the CIO.

Levinson, in his avowed purpose of setting forth the why and the how of the CIO in birth, devotes one-half of his book to the failures of the A.F. of L. and (to a lesser extent) the New Deal in affording mass production workers a stake in life. The remainder describes in brief the setbacks and successes of the CIO in rubber, auto, steel, textile, glass, shipping, mining and the rest.

For those who have forgotten, or never knew, the exciting story of the unorganized workers' surge to unionization in the 30's, this report by a combatant catches the flavor of the time and those who led. For others, the considerable detail of the struggle among the leaders of the A.F. of L., which erupted into the formation of the

C.I.O., not only provides some new information but gives insight into the scars and divergencies still haunting the unity of the AFL-CIO merger.

Donald A. Crawford
Arbitrator

EFFECTIVE BUSINESS REPORT WRITING. By Leland Brown. Prentice-Hall, Inc., Englewood Cliffs, N. J., 1955. 446 pages. \$6.50.

The author, with the School of Business Administration at Tulane University, says his emphasis is on writing. However, many who have to prepare business reports may find the book's chief value for them is in its presentation of possible report formats: different ways to make reports appealing, to get them read, understood and believed.

The book is in four parts: Effective Communication through Business Reports; Steps in the Preparation of Business Reports; Effective Presentation in Business Reports; Motivation of Action through Business Reports. Parts three and four show numerous examples of how reports of various kinds are presented by well-known companies.

It is somewhat surprising to find in chapter 20 an excellent exposition of employee publications; a 27-page illustrated report on their history and growth, their format and content; sections on securing reader interest and on handbooks. This alone might be worth the price of admission to a house magazine editor. The book is for students but would be useful on the job too.

H. M. T.

SLEEP—the Way to Sound and Healthful Slumber. By Marie Carmichael Stopes. Philosophical Library, New York, 1956. 154 pages. \$3.00.

Author of *Married Love* and other books which sold to the tune of some million and a half copies, Dr. Stopes holds one's inter-

est even on such a subject as sleep. One interesting idea: always have your bed on the north-south line for soundest slumber. Dr. Stopes "feels the north" acutely. She tells of one time when she slept outdoors with her cot three degrees off the north-south line. She casually observed the fact the next morning; a skeptic with a compass found that she had been exactly three degrees off line! A good book for people who have trouble getting the restful sleep their systems demand.

H. M. T.

INFORMATION FOR ADMINISTRATORS: A Guide to Publications and Services for Management in Business and Government. By Paul Wasserman. Cornell University Press, Ithaca, 1956. 375 pages. \$6.00.

The author says, "This manual is a departure from what has gone before in that it is not solely a bibliography or a list of publications; rather, it suggests all types of information sources, comprised not only of many kinds of published material, but also of agencies, associations, governmental programs, and other services useful to administrators." The personnel man will not find much for himself in it, but it could help him find information for others.

H. M. T.

HOW TO CALCULATE QUICKLY—Rapid Methods in Basic Mathematics. By Henry Sticker. Dover Publications, New York, 1955. 256 pages. Paper covered, \$1.00.

A few hours with this book will teach you things you never learned in school about the rapid handling of numbers in addition, subtraction, multiplication, division, fractions and decimals. No collection of tricks, says the publisher, but a specific course prepared for adults. Those in your organization who work a lot with figures may appreciate your calling it to their attention.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

AN INVESTIGATION OF THE SHAPE OF LEARNING CURVES FOR INDUSTRIAL MOTOR TASKS. By Jean Grove Taylor, Johns Hopkins University, and Patricia Cain Smith, Cornell University. *The Journal of Applied Psychology*, Vol. 40, No. 3, June, 1956, 142-149.

The purpose of this study was to find out whether there is a typical learning curve for tasks which differ in degree of complexity and in learning time. The material was gathered from a non-unionized factory in the South which was engaged in the production of dungarees and overalls. The piece-rate system was supplemented by a guaranteed minimum wage and a learner's bonus plan. The authors were careful to see that all the jobs were performed under similar incentive conditions.

The six jobs selected for study were:

1. Tacking
2. Finish Band Ends
3. Attach Flys
4. Fell In and Out Seams
5. Attach Back Pocket
6. Face Front Pocket.

These six jobs varied widely in difficulty and in the length of time to learn them. 189 learning curves were obtained for operators trained in the factory. Curves were eliminated for those who had left the plant before a specified time and for jobs that had fewer than four trainees. This left 70 usable curves. Using the period of initial plateau as a criterion of learning, curves were established for each job.

The curves for any one job showed no systematic differences in shape. For all jobs there was a noticeably high percentage of proficiency attained at the end of 20 per cent of learning time, with fairly regular in-

creases thereafter. A composite curve was therefore made for all six jobs.

As a check, an additional study of twenty-seven curves on six more jobs, comparable in all respects to those of the main study, was made. The composite curve based on the first six tasks analyzed matched very closely the composite curve of the six in the check study.

The curves obtained by the authors differ from the typical learning curves obtained in laboratory learning situations. They feel that this may be due to the fact that their study continued over a longer period of time than is usually possible in a laboratory experiment. Many individual workers continued to increase productivity over long periods beyond the initial plateau. The authors offer interesting explanations of the rectilinear phase of the curve and the continued rise. Since learning curves are used in industry for a variety of purposes, this article should be of interest to many personnel workers.

THE EFFECT OF LACK OF INFORMATION ON THE UNDECIDED RESPONSE IN ATTITUDE SURVEYS. By Marvin D. Dunnette, Walter H. Uphoff, and Merriam Aylward, University of Minnesota. *The Journal of Applied Psychology*, Vol. 40, No. 3, June, 1956, 150-153.

This study was undertaken because it was found that certain items in a Union Attitude Questionnaire were drawing an unduly large proportion of undecided responses. This made it difficult to interpret the attitude score. The authors set up this study to find out the relative proportions of undecided responses stemming from real neutrality and from lack of information.

Random samples of persons in four different unions were given two forms of an

attitude questionnaire. One group received the standard five-response form and the other group received the questionnaire with a sixth response added. This alternative read: "I don't know enough about this to answer." The authors found striking evidence that persons who choose the "I don't know" response are drawn almost entirely from the group who would otherwise choose "undecided." They feel that the inclusion of this sixth response has no effect on the responses of persons who have formed favorable or unfavorable attitudes.

In many situations the "I don't know" response would be a wise addition to attitude surveys. This addition would make it possible to differentiate between persons who lack sufficient information on a given point to form an attitude or answer wisely, and those who *do* have this knowledge, have considered the arguments for and against, and still are neutral or undecided.

THE PLACEMENT OF WORKERS: CONCEPTS AND PROBLEMS. By Edwin E. Ghiselli, University of California. *Personnel Psychology*, Vol. 9, No. 1, Spring, 1956, 1-16.

This interestingly written article was given as a presidential address to the Division of Industrial and Business Psychology at the American Psychological Association meeting in 1955. In one sense it is not a research article for there are no tables, no graphs, no statistics. But it is far more important to research workers in this field than the large majority of research studies that are reported in this journal.

Mr. Ghiselli states that the selection and placement of workers is one of the oldest areas of industrial psychology. He feels that to some it may have lost its glamor as a stimulating area for research, because so many studies have been done. The past work has not solved all the problems, but merely makes it possible to state the problems a little more effectively.

Criteria are fundamental, but many have been more interested in predictors than

in that which is to be predicted. There is a tendency to think of criteria as static phenomena. "Thus production is production—whether it be early or late production. But it is apparent that criterial performance may be determined by quite different sets of factors in different individuals and in the same individual at different times." The dynamic aspects of job performance must be considered. Individuals differ so widely that workers performing the same job may make equally important contributions to the company in quite different ways. The devices used in appraising workers will have to take account of these individual differences.

Occupational analysis has been based on rather formal characteristics, such as the specific duties, the learned skills and knowledges, and the essential abilities and traits required. The concept of role perception may change a lot of ideas in relation to job specification.

The third area which Mr. Ghiselli discusses is classification and effective manpower utilization. This problem has been discussed largely in terms of the individual and his job performance with little emphasis on the work situation. Rarely does a worker perform in isolation. Often the dynamic interaction between jobs is the crucial factor in production.

Mr. Ghiselli's thesis is that worker placement is an exciting field jam-packed with challenges. New ideas and concepts are necessary and factual research alone will not be enough. The bibliography is excellent.

It seems doubtful if it is psychologically possible, even if it were not prohibitively expensive, to provide enough dollars-and-cents pay to substitute for the social and egoistic need-satisfactions that are possible and that should be made available in work.

Mason Haire
in *Psychology in Management*
(McGraw-Hill)

Across the Editor's Desk

Gleanings by Dorothy Bonnell

Attending the Conferences and Courses

INDUSTRY IS GOING TO HAVE TO LEARN TO LIVE WITH A CHRONIC MANPOWER SHORTAGE particularly of engineers and technicians, according to the speakers at the Fall personnel conference held September 17-19 in New York, by the *American Management Association*. Personnel problems affecting engineers and technicians were discussed by William G. Caples, vice president, Inland Steel Company; Dr. Livingston W. Houston, president, Rensselaer Polytechnic Institute, and Gavin A. Pitt, director of personnel services, General Dynamics Corporation.

The present shortage of technical personnel is only one aspect of over-all manpower shortage in the United States that has persisted for many years and will continue until at least 1975, Mr. Caples said. It is estimated that by that year at full employment we will still be short about two million people for the work force.

The technical personnel shortage is perhaps the most acute. This year, Dr. Houston reported, nine companies seeking to employ 7,374 engineers and scientists conducted 60,281 interviews, made 19,472 offers, and succeeded in employing 5,076.

At another session of the conference Victor Riesel, columnist, The Hall Syndicate, said that the AFL-CIO must set up a clearing house to air members' complaints and oversee local elections or the government will have to do it. If labor fails to clean its own house of racketeering and unethical practices, Congress should step in with Securities and Exchange Commission-type legislation, Riesel advised. He praised the action already taken by the AFL-CIO toward setting up codes of ethics

to prevent "autonomy" from being a cover for criminality.

AN ANALYSIS OF VARIOUS ASPECTS OF INDUSTRIAL RELATIONS of interest to labor, management and public groups in the community was presented by the *Minnesota State Conference on Industrial Relations*, held at Hibbing, Minnesota, October 25-26. The conference was arranged by the University of Minnesota Industrial Relations Center. Various panels considered such subjects as "What's Happening to the Northern Minnesota Economy?" "Seniority in Job Transfer, Promotion and Training;" "Shorter Work Week;" "Recent Industrial Relations Research;" "Labor Relations and Collective Bargaining;" and "On-the-Job Training."

Richard L. Kozelka, Dean, School of Business Administration, University of Minnesota, spoke on "Economic and Labor Forecast for 1957." "Can the Worker be Loyal to Company and Union?" was the question raised by Theodore V. Purcell of Loyola University, Chicago. Lloyd Ulman, professor, University of Minnesota, chose as his topic, "Changing Structure of Union Organization and Public Policy."

TODAY'S IDEAS BUILD TOMORROW'S WORLD, was the slogan for the 14th annual convention of the *National Association of Suggestion Systems*. On the program were Stanley J. Seimer, associate professor of production management at Syracuse University, talking on "The Foreman as a Factor in the Operation of Suggestion Plans;" and Willard W. Brown, president, Cleveland Graphite Bronze Company, who gave the keynote address.

Lee S. Bickmore, vice president for sales of National Biscuit Company, looked at suggestion programs from the point of view of a sales executive. Eugene E. Sparrow, chairman, Workmen's Compensation Board of Ontario, brought a message to the conference on human relations and suggestion programs. W. Wallace Tudor, vice president, Sears Roebuck and Company, reminded the conference to listen to employees. Gerry E. Morse, vice president, Minneapolis-Honeywell Regulator Company, discussed suggestions as an aid to operations.

BRING EVERYBODY, FROM THE FOREMAN TO THE PRESIDENT was the invitation issued to those attending the 18th annual *Texas personnel and management association conference*. The conference was held November 1-2, in Austin. There were special meetings for business and industry, for government, and for education. General assembly meetings were addressed by John W. Macy, Jr., executive director, United States Civil Service Commission, who spoke on improving career managers in the government service; E. N. Jones, president, Texas Technological College, whose topic was the responsibilities of higher education; and James C. Worthy, vice president in charge of public relations, Sears, Roebuck and Company, who talked about employee relations and public relations.

TO DEVELOP ADDITIONAL PERSPECTIVE ABOUT EMPLOYEE AND LABOR RELATIONS—their function and role—in an enterprise society, is the purpose of industrial relations seminars arranged by the *New York State School of Industrial and Labor Relations* at Cornell. The seminars also aim to identify the existing and prospective problems in employee and labor relations. Two seminars are offered this year, from February 3 to March 1, and from March 31 to April 26, 1957. The Human Relations in Administration seminars cover four major areas: 1)

organization, management, and planning; 2) human relations and communications; 3) employee relations as a management function; and 4) industrial and labor relations. These seminars have attracted persons who specialize in labor and employee relations as well as individuals from the line organization and other staff functions. The seminars are designed for study at an advanced level by persons who already have, through previous training or experience, a basic knowledge and understanding of the subject matter.

Other goals of the seminars are to improve ability to analyze and cope with industrial relations problems; to consider management duties and responsibilities in labor and employee relations, including the role of line and staff personnel; to review public policy developments and issues and to appraise the role of government in this field, present and future.

The program fee of \$650 is payable upon notice of acceptance from the seminar. Inquiries concerning the seminar should be addressed to Professor Robert F. Risley, coordinator of special programs, New York State School of Industrial and Labor Relations, Cornell University, Ithaca.

BECAUSE LABOR RELATIONS AS A PHASE OF MANAGEMENT'S RESPONSIBILITY IS HERE TO STAY, and because labor relations, along with production, maintenance, cost and quality is considered an integral part of the responsibility of the plant manager or general superintendent and all line supervisors, the *Personnel and Industrial Relations Institute* has provided a special course in labor relations as a phase of production management. The Institute is the educational body sponsored and conducted by representatives of the Industrial Relations Association, Cleveland Personnel Association, and the Greater Cleveland Chapter, American Society of Training Directors—all affiliates of the Cleveland Chamber of Commerce. The course is scheduled for

Thursday evenings from September 27 through December 13.

Subjects dealt with are: labor relations in Cleveland today; legislation and regulations; operating under the contract; day by day problems of administration; union proposals—recent trends and probable fu-

ture trends; planning and negotiations; conducting the bargaining sessions; writing the contract; making the contract work; conciliation, mediation and arbitration, and case histories—labor relations experience in typical Cleveland plants. There is a fee of \$35 for the term to cover expenses.

With the Local Personnel Associations

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO heard a talk on the effects of automation on management and industrial relations, in October. Yale Brozen, professor of economics at Northwestern, was the speaker. Dr. Brozen analyzed some of the crucial, short-run effects and long-run implications of automation as they affect the economic and industrial relations policies of the firm. Dr. Brozen has long been concerned with the problem of how the organization of work in the office and in the factory affects our values. This has led him into extensive research and writing on the social implications of technological change, especially in backward areas. Aside from teaching and conducting research, he is a consultant to the American Telephone and Telegraph Company and to the States Attorney's office of Cook County.

The section of the association studying employee benefits and their integration in September considered the effect of recent social security legislation on benefit plans. Edward F. Picha, Trust Department officer, Continental Illinois National Bank and Trust Company, made the talk. He explained that social security in the United States is probably the broadest personal benefit legislation ever enacted anywhere. Beginning with a modest monthly primary benefit of \$45.60 on monthly compensation of \$250.00, the benefit has been increased until now it is \$108.50 on compensation of \$350.00. Additional and entirely different benefits are provided in the new 1956 amendments. Picha pointed out ways in which these amendments affect business-

men, and suggested the consideration that should be given them in the operation of benefit programs.

THE ONTARIO SOCIETY OF TRAINING DIRECTORS has sent a letter to company executives and directors of training in Toronto which may be of interest to other groups. The letter reads, "Possibly your firm has a training problem on which we might be of assistance. In many cases our members have faced similar problems and have met them successfully. The benefit of this collective experience is available to all members of the Ontario Society of Training Directors. To acquaint you with our Society, we supply you with the following information which you may wish to pass on to interested personnel: Our objectives: to unite and assist those engaged in personnel development or training. To encourage and assist the study of modern training methods and results. To assist in the development and spreading of successful training techniques. To promote a better understanding of the functions and possibilities of modern training methods in industry, business and related fields."

The letter goes on to ask—Did you know that the OSTD has active representation from industry, business, sales, merchandising and government services? The talent and desire to assist those interested or active in training? The atmosphere for a free exchange of ideas? Affiliation with the American Society of Training Directors? Monthly dinner meetings with good speak-

ers? Eleven years operating experience? A membership of more than 100?

Inclosed with the letter is a copy of the fall program. Dr. O. Hall of the University of Toronto spoke in September on communication in industry. J. W. Henley, manager of industrial relations, Canadian Westinghouse Company, spoke in October on the Duke of Edinburgh Study Conference. The November meeting was devoted to creative thinking under the leadership of J. H. Main, sales representative in Manitoba and Saskatchewan for the Ethyl Corporation of Canada.

THE COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION has sent a questionnaire to its membership on the subject of the *CUPA Journal*. The questionnaire is well thought out, and full of ideas for anyone needing to analyze a publication. Among the questions asked were: Do you like to have the *Journal* printed rather than multilithed or mimeographed? Are you proud to show it to your colleagues as an advantage to becoming a member of the Association? Would you show it to a possible contributor to encourage him to write for the publication?

Readers were also asked their opinions about the size of type, the number of issues per year, and the subject matter of the *Journal*. The editor wanted to know, for instance, if readers would like an issue devoted primarily to one phase of personnel administration. During the past year, 60 pages of material came from persons outside the Association; 38 pages represented writings of members of the Association; and 18 pages were devoted to "News, Notes and Quotes." The editor wanted to know if readers liked this short of distribution. He asked if articles by members were preferred to those written by non-member authorities. Readers were also invited to contribute to the publication.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION, *Seattle Chapter*,

began the new season with an enthusiastic letter to the membership. The letter, signed by secretary Phyllis Heinz, assures members that committee activity is going full-steam ahead. The program committee started off with a vigorously forthright presentation. The topic—dealing with employee participation, training and management development from the first-line supervisor on up through management levels—was given a flight test at the first meeting, piloted by Allan Zoll. Dr. Zoll is management education assistant, office of management development, Boeing Airplane Company. Members were also reminded of the forthcoming annual conference, and the fact that the nominating committee would report at the first Fall meeting, and elections take place.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES heard a talk on the "ABC's of SUB," at their first fall meeting. The speaker was Dr. Michael T. Wermel, research director of the Benefits and Insurance Research Center of Cal Tech. The PIRA board of directors unanimously approved the forming of a new district, District 8, at its August board meeting. District 8 will encompass the fast growing industrial community in Orange county, which is centered in the Santa Ana, Fullerton, Anaheim area. Walter E. Miller, Jr., Kwikset Locks, Anaheim, was elected chairman of the new group. Bill Hart, County of Orange, was made vice chairman; Tom Thomas, Hunt Foods, also vice chairman; and Harrison H. Beamer, Bank of America, Fullerton, secretary-treasurer.

THE NORTHERN CALIFORNIA TRAINING DIRECTORS' ASSOCIATION has worked out an ingenious form for the announcement of their meetings. A heavy sheet of $8\frac{1}{2} \times 11$ paper carries the announcement on the top two-thirds of one side, with a reply and reservation form on the bottom third. The

opposite side of the sheet is divided into thirds; the top third is printed with the return address for the reply; the middle third lists the officers of the association; and the bottom third is used for the name and address of the member receiving the announcement. This is certainly efficient use of paper and postage. Roy V. Colbert was the speaker at the September meeting. His topic was, "Let's Take Another Look at Management Development." Colbert is director, training and development, Post Office Department, Washington, D. C.

THE INDUSTRIAL RELATIONS ASSOCIATION OF DETROIT had W. E. Parker, director of personnel management consultants, as the speaker for the September meeting. His subject was "Better Management Through Leadership Training." In order to keep an informal atmosphere for the meeting, posters were installed in advantageous spots during the refreshment hour to stimulate members to discussion and to make new friends. The first was a "Get Acquainted" poster. Members were urged to stop and meet new friends and renew old friendships at this location. Two members were designated to host a "Problem Corner" where everyone was invited to talk over troubles. Another member manned a "Need Help"

spot, while the final poster requested those interested to talk over brain storming under the direction of a specified member. Nice idea.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION held its annual conference November 1-2 in Portland. Developing the conference theme, "Ideas that Work," were such authorities as Russell Ahrens, vice president, United Airlines, Chicago; Gilbert Brighthouse, professor of psychology, Occidental College; Byron Lopp, director of public relations, Central Bank and Trust Company, Denver; Cloyd Steinmetz, director of sales training, Reynolds Metals, Louisville, Kentucky; Phillip B. Swain, management education chief, Boeing Aircraft, Seattle; John Wallen, sociologist, human relations counsellor, Portland; Paul Pigors, professor of Industrial Relations, M.I.T.; Hal Chase, Batten, Barton Durstine & Osborne, S. F.; and William Dennick, senior partner, McKinsey and Company, S.F. The general conference chairman was Russell McNeill, vice president and personnel manager, The First National Bank of Portland. Serving as program chairman was Richard E. Lawton, supervisor of industrial and community relations, Crown Zellerbach.

What's New in Publications

THE NECESSARY PREREQUISITES FOR ESTABLISHING AN EXECUTIVE DEVELOPMENT PROGRAM are listed in *An Analysis of Executive Development in Ninety-one Companies in Tennessee*, by Theodore Franklin Wagner. For any management program to be successful, says Wagner, the top executives of the company must recognize that there is a need for such a program. Having recognized the need, top management must then back the plan. A personnel inventory and a detailed organizational planning project must be undertaken. The training must be

done on an absolutely fair, honest, and equitable basis, and the plan must be patterned to fit the individual company. There should be an evaluation to rate the program and the qualities required in persons of executive caliber. The training program ought to be a long-term proposition. Immediate results should not be expected; the program should be continuous, and flexible. It must be recognized that not all who are chosen for the executive training program can reach the top. The hiring of personnel must be done very carefully since

the new employee must be selected for his growth potential among other things.

Wagner's study shows that Tennessee companies vary their programs to fit their individual needs. The most widely used type of training is that of having interdepartmental meetings of managers for management development purposes. An understudy or assistant plan is also popular. The growth of executive development programs in Tennessee is closely paralleling that of the nation. Management is maintaining a current interest in the training function and there is still a great growth potential for additional training programs in the companies in the state.

Wagner recommends that in order to publicize and advance executive training programs, the various professional and management societies in the state hold conferences and seminars on the subject; state colleges and universities might sponsor courses and lectures on executive development. Increased industrialization of the South is creating a greater demand for more managers. Many companies representing a variety of industries are building new plants in Tennessee which will require managing. This movement into Tennessee and the enhanced industrialization in the state makes it necessary for firms to prepare their executives for greater responsibilities.

BUSINESS FIRMS SHOULD BE PROUD OF PROFITS and explain them clearly and fully to employees, the National Chamber of Commerce states in a new publication, *Better Business Relations through Employee Annual Reports*. In one of 30 suggestions on how to prepare an effective annual report for employees, the publication advises: "Don't try to conceal profits. Don't back away from a mention of profits. There is nothing to be ashamed of—the shame lies in *not* making any. If you need to clarify the meaning of profits (and you probably do), clarify it in an important place where everybody can read it."

The publication is intended for business firms of all sizes and is designed to help businessmen develop a better understanding by employees of the operation of their businesses. It explains the best methods to make an employee annual report attractive to the eye and easy to read, and is extensively illustrated. The booklet was prepared for the National Chamber by Robert Newcomb and Marg Sammons, well-known employee communications consultants. *Better Business Relations through Employee Annual Reports* is available from the Business Relations Department, Chamber of Commerce of the United States, Washington 6, D. C. at 50¢ per copy.

Succeeding with Profit Sharing is the title of a 164 page hard-bound book written by J. J. Jehring, director of the Profit Sharing Research Foundation. It has been in preparation for about a year and a half and it consists of an analysis of communication practices on profit-sharing plans in the United States and Canada.

The information was obtained from a questionnaire sent to more than 200 profit sharing companies, and from case studies. A careful analysis was made of the kind of profit sharing plan, the kinds of communication materials used, and interviews with a number of executives and rank and file employees in each of the companies studied. There are 18 case studies reported.

The study revealed: the superiority of oral communications over written or visual communications for getting the profit sharing idea across; the importance of direct communication between top management and the employees concerning profit sharing matters; the establishment of special channels of communication by the employees for exchanging profit sharing information; the lack of effectiveness of the foreman in profit sharing communication; the considerable amount of communication about profit sharing which goes on among employees; the close relationship between the successful

communication program and the successful profit sharing plan.

The book presents a number of suggestions to help the executive plan an ef-

fective communication program based on the facts found. The book was printed by the University of Chicago Press and sells for \$4.00.

Looking Over the Employee Magazines

A FACELESS MAN is pictured in the Omar *Caravan*, the magazine published by Omar Incorporated, a bakery-to-home service in Omaha. The illustration is found with an article called "Profile of an Omar Man." The featureless salesman is eye-catching, and the text describes the typical Omar route salesman. Statistics used to compose the average salesman came from psychological tests and application blanks. The guy with the blank expression turns out to be 23, of above-average intelligence, married to a wife who doesn't work, father of one child. He rents or is buying his house. He is a high-school graduate, cheerful and cordial. He likes outdoor work and the challenge of being his own boss most of the time. He also likes the good pay he gets at Omar. He possesses an above-average ability to size up social situations and people although he has only average ability to remember names and faces. Above-average intelligence, pleasant personality, and a good attitude toward the sales job add up to an unbeatable combination. Pat Bochan Rosenquist is the editor of the *Caravan*.

MAN OF QUALITY is the title given material and equipment field inspector Don Fennessey in an article in the September *Du Pont Engineering News*. The *News* took to the road with Fennessey, one of 30 field inspectors who cover the United States. Fennessey, a senior inspector, works out of Boston through Massachusetts, Connecticut, and Rhode Island. He was photographed as he went about his usual business of inspecting, testing, advising and traveling among vendors. Pictures show him at a

diner, a gas station, a motel, saying goodbye to his family, as well as against a background of machinery on the job. The text points out that a good M&E Field Inspector is an engineer, a trouble shooter, an analyst, an instructor, a traveling salesman, a public relations man, a politician, a travel expert, a Duncan Hines, an automobile mechanic, a safety engineer and an ambassador. The pictures and description make an appealing and informative piece.

PENCIL DRAWINGS give a history of man's industrial progress in a distinguished series which appears in a recent *G-E Lampmaker*. Beginning with the drawings which show the wheel, the printing press, Fulton's steamboat, etc. the articles describe automation in the past, terming the process one of evolution, not revolution. A second piece in the series, "Automation, an old story," reminds readers that just as automation is nothing new to industry as a whole, so it's an old story to the lamp division. Old pieces of equipment are pictured along with their modern counterparts. Examples of automation in everyday living are listed and photographed for another piece in the series. Television, toasters, automatic pencils, power mowers, are cited. The long range view of automation and the future of automation conclude the examination of the subject.

"The time has come to face up to the facts," is the conclusion reached. "Automation is nothing new. It's nothing to fear. We've lived with it all our lives; we'll continue doing so until the day we die. We'll continue to grow and to expand and

to use the tools of technology—or we'll succumb to fear and cease to grow. And the day we do that, we'll begin dying, and Western civilization will die with us."

A light touch is added with the cover illustration and its editorial note: "The automatic gear shift is a boon to modern driving. It leaves the left leg free to rest—as the cover photo shows. So remember, automation even enters into the picture where a pretty leg is concerned." The series should be good for morale. R. D. Kubik is the editor; C. R. Yeager, the art editor.

A FAMILY OF THE MONTH is selected by *Pennorama*, Nationwide Insurance magazine. The plan gets names and pictures of employees into print, and also provides an opportunity to point up advantages of working for the company. Like this: "You know this is a real Nationwide family—Andy joined us in 1952 and Helen worked in our sales department. As a matter of fact, when she left, she told Andy that Nationwide was a very fine place to work. Andy came out to look us over. He liked what he saw and became an Underwriter. Since then Andy has been a Claims Examiner, a Field Claimsman, and has now rejoined our Underwriting Department." Bob Lawless is the editor.

AN INVITATION TO MEET THE BOARD OF DIRECTORS of American and Foreign Power was recently issued by *Panorama*, the company's employee publication. Biographical sketches of the members follow this editorial explanation: "Because of the great interest that has been expressed by many in the American and Foreign Power Company organization, *Panorama* will publish a series of articles on the subject. They will be illustrated by organizational charts. To start the series off, a recent group photograph of the directors appears in this issue, together with short biographies of each

member. Henry B. Sargent, president of the company, presides at the meetings of the board."

The most important committee of the board, the article explains, is the executive committee which is elected yearly by the members. This committee has the power to act on matters that require attention between regular board meetings. Other committees deal with audit, compensation and retirement matters.

An editorial, calling attention to the article, discusses the responsibilities of the board. Directors, says the editorial, are elected by the stockholders to set the broad policies of the company and they require management to carry out the policies they establish. Directors also have a responsibility to the employees and the executives of the company because no business can function efficiently without a competent and loyal organization. Directors must also protect the interests of creditors, operating utilities, and customers. Jackson Hoagland is the editor of *Panorama*.

MOST BOSSES HAVE BOSSES, too, so an article on how to get along with the boss is for everyone, according to *Synchroscope* which published an amusing and instructive piece on the subject. *Synchroscope* is the publication of the Detroit Edison Company. Pointed cartoons sharpen the truth of the four ways to get along with your boss. First, get along with people. "To get along well with the boss, the folks we talked to agreed, get along with your fellow employees. If the others in the group dislike you or gripe about you, for example, it makes an uncomfortable work atmosphere. The group won't work as well, your group won't be getting as good results, and your credit with him is likely to go down." Other admonitions: friendship on both sides; know your man; do a good job. Fred Steiner is the editor.

HELP WANTED

WAGE & SALARY ANALYST. (Foreign Employment) Masters degree in Psychology or Industrial Relations plus minimum 8 years' broad responsible work experience in industrial wage and salary administration. Substantial portion of experience must be in developmental work. To assist in developing wage and salary policies, procedures and methods. Must be capable of presenting and securing acceptance of recommendations. For MAJOR OIL COMPANY with extensive Middle East operations. Write giving full particulars regarding personal history and work experience. Please include telephone number. Reply Box 453.

VOCATIONAL TRAINING SPECIALIST: With degree in industrial education plus minimum 5 years' work experience in industrial training or related activities. To devise and develop specific training programs and courses, train instructors and audit and evaluate effectiveness of these programs. For Company operations in Saudi Arabia. Write giving full particulars regarding personal history and work experience. Reply Box 469.

PERSONNEL TECHNICIAN: For a California County Civil Service Agency. College graduation with related major. 3 years professional personnel experience desired. Engineering experience accepted as substitute. Beginning salary \$397 or \$507 monthly depending on qualifications, with increases to possible top of \$616. Reply Box 473.

ADMINISTRATIVE PERSONNEL MANAGER FOR MANAGEMENT CONSULTING firm of highest reputation; needed in Chicago office to coordinate assignment, recruiting, training, merit rating, compensation and promotion of large professional staff. Must be a personable individual with executive poise and bearing who has demonstrated his ability to work effectively with key executives and men of varied professional background. Now earning \$10,000 or more and should have experience directing the assignment of sizable group of middle management personnel (engineers, salesmen, etc.), possibly as an executive assistant. Age 32 to 42. College degree required. Replies, in strict confidence, should include business experience, education, and personal background. Reply Box 474.

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.

POSITIONS WANTED

PERSONNEL MANAGER OR ASSISTANT: Well rounded office personnel administrator with specialization in wage and salary administration and employment supervision in two companies, one large, one small. Eleven years experience. 39 years. Desire \$9,000-\$9,500. Reply Box 456.

ENGINEER: B.S., General (Safety) Engineering. 6-years safety engineer, 5-years safety director, 2-years personnel assistant. Age 43. Will relocate. For photo, complete resume or interview call ARDMORE 1-1505 Chicago or reply Box 462.

PERSONNEL: Five years personnel director union-organized company employing 1100. Age 30. Prefer N. Y. C. area. Reply Box 464.

INDUSTRIAL AND PERSONNEL MANAGEMENT: Young family man, age 25, to be discharged from military service in January, seeks opportunity in field of personnel or labor relations. Strong secondary interest in production management. Educational background includes M.A. University of Minnesota 1954 in Industrial Relations. Opportunity to gain sound experience and potential advancement are first considerations. Open to consider any relocation. Resume upon request. Reply Box 466.

PERSONNEL MANAGER OR INDUSTRIAL RELATIONS: 5½ years diversified personnel experience. Have managed well-rounded personnel program. College graduate. Age 32. Present salary \$7600.p/a. Will relocate. Reply Box 467.

ENGINEERING PERSONNEL AND LABOR RELATIONS: Mechanical Engineer, age 33, married, with BS and MS in Mechanical Engineering, is familiar with labor law, has six years varied experience in engineering department of large West Coast airframe manufacturer, desires position in Labor Relations, Wage and Salary Administration, or Personnel Management which will utilize combined background of engineering experience AND 3 years in management, negotiations, and contract administration for large technical employees association. Active in technical and professional societies. Interested in motivation and utilization of technical employees. Position must be with a progressive management. Present salary \$8,100. Reply Box 470.

PERSONNEL

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UNIVERSITY OF TORONTO

JOURNAL



January, 1957

Volume 35 Number 8

New Management Thinking
Lifts Personnel Man's Status
Frank J. Householder, Jr.

Stress in Management Training
Michael G. Blansfield

Older Workers Are People Too
J. R. Cominsky

Morale Among Professional Workers:
A Case Study
Paul A. Brinker

When Foremen Water Down
Your Union Contract
John D. Staley

Why Men and Women Get Fired
Kenneth McFarland

NOT, IF LEFT TO CHANCE

The purpose of sound, objective personnel planning is to avoid "crisis treatment" in matters affecting people. More often than not, action taken under pressure at a time of crisis is hasty, ill-considered, emotional, and irrational. Decisions made under such conditions are invariably difficult to live with later on.

One of top management's chief responsibilities is to see that able leadership is carried on and projected into the future. Management on lower levels, too, has this same responsibility as it affects their departments.

The building of broad-gauged supervision cannot be left to chance. There is a definite need for specialists in various fields, but it is well to bear in mind that the specialist will always be a specialist, unless he is given an opportunity to develop.

If men of potential, the younger the better, are given the opportunity to move later-

ally to various departments and jobs, they will gain experience in the problems of management and acquire the knowledge necessary to qualify them for greater responsibilities. This experience should be as wide as possible and could range from manufacturing to purchasing, to accounting, and might well include time in the branch sales offices.

If such development programs are left to chance, they will not happen often enough, nor probably to the right men. A definite, continuing program is essential to develop the leadership that is potentially available to the organization.

One of the earmarks of a good leader is the desire to push the advancement of his people. If he does not get deep satisfaction from doing this, something is lacking in his makeup. Also the supervisor who either stifles the development of his men, or

smothers them from getting other opportunities, should be sorely questioned as to whether or not he has the right management outlook.

If we fail to give carefully selected men an opportunity to grow, we are in effect applying a form of "crisis treatment", in that we are actually building a crisis that will occur in years to come.

The sooner these men of promise are spotted coming up, the sooner a program is planned for them, the more they are carefully coached, guided and reared in a good climate, so much sooner will management have provided for able successors.

The full utilization of each man's ability and promise is a top-drawer challenge. We either meet a problem like this head on, or we lose by default. The development of good men will not just happen—certainly, "Not, if left to chance".

—MILT OLANDER

Note: This message constituted a page in the April 1956 issue of Personnel Newsnotes, published monthly by the General Industrial Relations Division of Owens-Illinois, Toledo, Ohio. Thanks to Mr. T. C. Adams, the Editor, for permission to quote.

PERSONNEL

Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

Number 8

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HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

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Conference Calendar

JANUARY

- 17-18 New York, N.Y. Hotel Commodore
National Industrial Conference Board. General Session. NICB, 460 Park Ave. New York 22, N.Y.
- 17-18 Cleveland, Ohio. Hotel Carter
Cleveland Chamber of Commerce, Personnel & Industrial Relations Affiliated Groups. 16th Northern Ohio Personnel & Executive Conference. J. W. Vanden Bosch, Cleveland Chamber of Commerce, 400 Union Commerce Bldg., Cleveland 14, Ohio
- 28-31 Los Angeles, Calif. Hotel Statler
American Management Association. General Management Conference. AMA, General Management Division, 1515 Broadway, Times Square, New York 36, N.Y.

FEBRUARY

- 23-25 West Lafayette, Indiana.
Purdue University. 11th Annual Industrial Recreation Conference. Dr. Harry Edgren, % Purdue University, West Lafayette, Ind.

MARCH

- 11-15 Hollywood, Fla. Hollywood Beach Hotel
National Association of Manufacturers. Institute on Industrial Relations, Sybil S. Patterson, Associate Director, Ind. Rel. Div., NAM, 2 E. 48th Street, New York 17, N. Y.
- 28 San Francisco, Calif. Sheraton-Palace
National Industrial Conference Board, Inc. General Session. NICB, 460 Park Ave., New York 22, N. Y.
- 20 New Haven, Conn. Yale University, Strathcona Hall
Connecticut Personnel Association. Annual Conference. G. W. Keeler, President, CPA, % The American Brass Co., Waterbury 20, Conn.
(Note corrected date for this conference)

APRIL

- 1-2-3 Colorado Springs, Colo. Broadmoor Hotel
Newspaper Personnel Relations Association. Ninth Annual Conference. Warren G. Wheeler, Jr., % South Bend Tribune, South Bend, Ind.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

I HAVE JUST RETURNED FROM A LONG TRIP which included not only a vacation but a visit to the California Personnel Management Association conference at Berkeley, where I made a talk which is reported elsewhere in this column. The conference was above average in general interest, with some speakers whose comments I was very glad to have the opportunity to hear.

For me, perhaps, the outstanding talk was that by Milton Mandell of the U. S. Civil Service who spoke on "Latest Developments in Management Development". Another talk which revealed some very good thinking and planning was that by Mr. Kissick of Hotpoint, Inc., Division of General Electric, on "Planned Employee Advancement". This dealt with a program for the entire staff rather than for a select few. Ninety-eight per cent of their supervisory personnel has come from the ranks and they have made some radical swings in product manufacture without serious loss of valuable personnel.

George W. Blackwood, President of Dewey and Almy Chemical Company, made a most interesting talk on "Communications—What We Want Our Employees to Know". This was given with the help of visual material, and revealed a comprehensive and effective program for the entire organization. Howard L. Richardson, Vice President of Sylvania Electric Products, spoke on "Qualifying the Professional Engineer to Manage". This is a subject of very general concern these days and the experiences of his company as he reported them afforded some valuable suggestions.

"The Changing Labor Scene" was the title of the evening address by Bill Gomburg, who is now a professor of industrial engineering at the University of St. Louis and was formerly on the technical staff

of the International Ladies Garment Workers Union as an industrial engineer. Bill is always stimulating and he was never more so than on this occasion. He always gives the audience something to think about, if not worry over, and his talk was interestingly given as well. There were other good talks which I had to pass up.

This year I missed the Merchants and Manufacturers Association conference at Palm Springs because it took place at the same time as the Berkeley event. However, I visited Dave Soash who organized and directed the program, and heard a good deal from him about the meeting. I was particularly sorry that I could not hear Ewan Clague, Commissioner of Labor Statistics in the U. S. Department of Labor. He spoke on "Future Manpower Requirements" and from the description of what he said I regret that I couldn't hear it. I have known Ewan a long time and have a very high respect for his work.

George S. Dively, President of Harris-Seybold Company of Cleveland made an address at Palm Springs on "Building Creative Management". I have heard him speak and know that it is always extremely stimulating. Here is a President who knows the human problems and does something about them. Wilson Randall, a partner of Booz, Allen and Hamilton made a strong impression, I was told, in his talk, "Appraisal—Key to Management Development". This impression, of course, was strengthened by the fact that it is a problem of current interest to top management.

Before leaving California, we were fortunate to have the experience of sailing a Star boat in Pacific waters. We borrowed a boat to sail in Newport Harbor near Los Angeles, where we saw no less than 6,000 boats concentrated in the Harbor area. The next week we sailed in San Diego Harbor, where we saw at anchor several

billion dollars worth of American naval vessels.

From there, we went to Acapulco, Mexico, and had four days of racing with as fine a group of people as one could meet. They were, of course, Mexicans—most of them living in Mexico City. They go over to Acapulco once a month for the finest sail boat racing there is. One of the top skippers, who is also Commodore of the Acapulco Yacht Club, is Mario Pani, one of the leading architects in Mexico.

From Acapulco, we went to Mexico City where the Assistant Editor took me to museums and Aztec ruins and walked me so hard and so long that my legs are down to mere stumps. The pleasant trip is now only a memory and we are back at hard work again.

P.S. I have my eye on a Star boat regatta that is to be held in Rio de Janeiro next month. Anybody want to come along?

This Personnel Director was among those present at a conference being addressed by his Boss, the President of his company. Once or twice during the talk the President looked toward the personnel man and said, "Isn't that so, Joe?" Of course Joe could only answer, "Yes, sir!" Later Joe came into the local tap room where a group of the conferees were already seated. Giving them a sweeping wave of his hand, he shouted "No, boys, I'm not a yes man; when the Boss says no, I say no!"

NOT EVERYONE HAS THE SKILL FOR EFFECTIVE WRITING. I have no quarrel with these people, for good written expression is something of an art which most of us have no need to master. The people I find fault with are those who know how to write but won't bother. They are the people whose writing and speaking is studded with cliches. Everything they do is a "technique", and they never do anything in a particular spot; it is always "at the level of" something or other. The most recent careless phrase to become

rampant is "in the area of", and some people's language and writing is studded with this piece of verbal garbage. Frankly, in the area of conversation, I am tired of cliches of all kinds.

PERSONNEL PROVERB

If we continually carry a chip on our shoulder on the job, it may indicate wood higher up.

—Minneapolis City and County
Laborers' Local Union #363

MY CONSULTING WORK brings me into touch with a great many industrial relations people, and I have been impressed more than ever in recent months by the large number of these men who have risen to positions of very great influence in their companies. This high recognition quite naturally brings with it a high salary. In one well-known company the vice president of industrial relations is the second-highest paid officer, and in another quite large company he is fourth or fifth. In both of these instances and in most others of which I know, the importance of the position is related to the complete shouldering of personnel responsibility, including that for union bargaining.

Many personnel administration jobs do not reach the level of high influence that they otherwise might, because they do not include union relations. Some industrial relations men get top pay due to the pressure of union problems. This is not always warranted, because sometimes they do not perform adequately in the more fundamental matters related to personnel administration as such.

Another position which is attaining increased prominence is that of Salary and Wage Administrator. In some very large companies, job evaluation has been carried to the top of the executive ladder. The administration of many complex plans requires skill of a high order, for which salaries of \$12,000 to \$15,000 a year are

not uncommon in progressive companies. It appears to me that there is a world of opportunity ahead for people of great competence in all branches of personnel administration—or industrial relations, if the name suits you better.

IT IS A MATTER OF FREQUENT SURPRISE to find employment people using old-fashioned methods. By old-fashioned, I mean that they are not taking advantage of the developments of the past 20 years that make employment less of a gamble. There are many things about the applicant which can be measured; let's measure them, and exercise our free-wheeling judgment on the things which *cannot* be measured—such as the family situation, reasons for wanting this particular job (or wanting to work at all), appearance, and the like.

Unfortunately, many employment people have not taken the trouble to learn what things can be measured and have given up without trying. Why should you merely guess whether an employee has the kind of intelligence necessary to do the job, or whether a clerical applicant is cut out for that kind of work. Both things can be measured.

Unfortunately, neither kind of measurement is of the sort that yields exact answers. They only permit of "statements of probability". If you hire enough people and follow enough test scores intelligently, you will be right many more times than wrong and can improve your "batting average". In other words, tests afford a means of measuring certain characteristics that are necessary for the job.

Our mistake is in using the tests the wrong way. Mistakes are also made by those people who refuse to make use of any tests at all. I struggled with this problem for a good many years and did a great deal of work in test research, especially in tests of verbal intelligence and of clerical aptitude. I made a lot of interesting discoveries in the process.

One of them was that many so-called clerical tests are really intelligence tests in clerical form, and they have the effect of putting a premium on intelligence. However, we know that high intelligence is not necessary for simple clerical work, although it does become important in complex work and supervision.

I also discovered that it is possible to make an acceptable measure of clerical aptitude in four minutes of testing time and a somewhat better one in eight minutes. Indeed, the 8-minute two-test battery has shown itself in a number of situations to be more efficient than any of the longer and better-known tests.

For the measurement of so-called clerical aptitude, there are a number of efficient test batteries available today. One of them is the Minnesota Clerical test, requiring only 15 minutes. Another is the Short Employment Tests of Psychological Corporation, the 2 clerical parts of which require only 10 minutes; and my own which takes 8 minutes for the two parts. An adequate measure of the type of mental ability required in clerical and supervisory jobs is afforded by a number of proficient tests. The best known of these is the Wonderlic Personnel Test, which takes 12 minutes. Another is the Purdue Adaptability Test requiring 15 minutes, and a third is my Business Test, requiring 10 minutes.

With these two kinds of test—clerical aptitude and mental ability—it is possible to achieve a rather high degree of efficiency in selecting the best workers, provided you continue to do a good job in appraising the personal characteristics, such as desire for a job, transportation availability, proper home background, good appearance and manner, and the many other qualities which are essential for success. In some situations, the statistical analysis of some of these variables will make it possible to improve on your efficiency of selection but they have to be designed and standardized specifically for each situation.

My experience has been, in short, that you will improve your employment batting average if you will set out to measure those things which can be measured and then continue to do a careful analysis of the variables which cannot be specifically measured.

PERSONNEL PROVERB

Many people seem to believe implicitly that anything that gets into print is true.

SEEMINGLY, WE ARE ENTERING ANOTHER SPIRAL of wage increases followed by price increases. This is a trend which will give us trouble if not arrested. The responsibility of industrial relations managers in this situation is one point I made before the California Personnel Management Association. The annual meeting was held in Berkeley in October.

Escalator clauses in labor agreements, I pointed out, seem to promise more and more wage increases for a certain favored group of American working people. If these wage increases are not paralleled by increases in production the consequence will be higher prices.

Unions are good for us, of course. They have brought about a tremendous increase in the well-being of the average American, and we can't get along without them. But our leaders in industrial relations and personnel administration should be watchful of the trends lest they become passive agents of a chain of reactions, the end result of which will be bad for all.

Consider the union shop. Some industrial relations people tell me they like it because it makes for a more stable union. As for the man who does not want to join the union, someone has said that he benefits from the union shop because it has brought him "compulsory freedom to join a union"!

Another trend of the times is the determined entry of union leadership into

direct political action. There can be no objection to union people being active in politics, but when political action becomes an instrument of union policy, that is something else again. Is it not the responsibility of all management representatives to be aware of the possible social effects of these trends towards uniformity in union bargaining—wage escalators, the union shop, and political action as an instrument of labor policy?

Another point which I made dealt with the discrepancy in treatment as between wage earner, supervision, middle management and top management. These discrepancies were illustrated by a chart reproduced from the September '33 issue of *Personnel Journal*. It showed that the increased buying power for the four groups—after allowing for changes in the price level and the increases in income taxes—were respectively as follows:

Group	% Increase in Buying Power
Wage Earner	21%
Foreman	1%
Middle Management	-26%
Top Management	-45%

It seems to me that it is important for management to recognize this trend which is continuing, and to place middle- and top-management at less of an increasing disadvantage. Management needs to know more about compensation, both the internal relation of job to job and the external relationship of company to company and group to group. The trend obviously is toward an eventual level, whereas the success of business is chiefly dependent on the top management group. This group certainly is entitled to a better reward than is afforded by the present trend.

Ned Hay

New Management Thinking Lifts Personnel Man's Status

By FRANK J. HOUSEHOLDER, JR.

Chief of Personnel Services

The Chesapeake and Ohio Railway Company, Cleveland
and by an unnamed Vice President

Y ou ask, "Do personnel directors have the status they deserve in the managerial line-up?" A semi-facetious answer might well be, "Yes, they do." The problem of recognition is one that has plagued personnel people for many years. The usual plea is for "support from top management." But, obviously, the answer is not quite so simple.

You and I know personnel directors who occupy positions of considerable status in the managerial line-up. Unfortunately, we know many more directors whose status is, to say the least, questionable. Among this latter group you may find individuals who go in for volume rather than level of work. It may be extremely important to this group to bring together under their control every minor housekeeping function they can get their hands on. They end up by doing all the routine personnel chores the line management is glad to get rid of. Such personnel directors are extremely busy people, but their total contribution to their company remains relatively small.

This is not to say that such functions are unnecessary. Of course it is necessary in today's corporate life that payroll records be maintained, that employee activities such as recreation be encouraged, that the record processing aspects of personnel actions be properly handled, etc. But the personnel man who is concentrating much of his time on such activities can hardly expect to achieve a status compa-

A new kind of administrator is coming along who earnestly recognizes the importance of people to his business; who has a personnel "religion" which he sincerely means to follow rather than only paying it "lip service". As this spirit becomes more prevalent, the author thinks, the personnel man will win increasing recognition and stature—if he deserves it. This is the third article in a series based on statements from leaders in our field.

rable to that enjoyed by members of management who are daily making decisions having a direct effect upon the financial health of the company.

This would seem to indicate that if the personnel man would simply cast his eyes upward and concern himself only with matters of high-level policy, he would automatically achieve the desired status. But something more is required. Before a really top-level personnel man can achieve real status in the organization, it is essential that the organization itself have an intelligent understanding of the importance of people to the competitive position of the company.

This sounds very trite of course. The matter of the importance of people to any company has been given a tremendous amount of lip service in recent years in

most of our industries. There is not a company president or top-level manager in the country who couldn't give an inspiring talk on this very subject.

But unfortunately, like most truisms, this one about the importance of people is blessed with much more lip service than it is with understanding. There are people who go to church every Sunday—but the principles which they heartily endorse on Sunday are completely forgotten during the week as they grapple with the practical problem of making a living. You might call these people "Sunday Christians".

MUST PRACTICE PRINCIPLES DAILY

Many personnel people are faced with this same sort of dilemma. Their managers can cite the principles of good human relations, but these same principles are forgotten as they deal with their day-to-day "practical" problems.

But gradually the situation is changing, thank goodness, and I don't think it is due to personnel men. Rather, I think the gradual change in thinking that is evident in some of our companies can be attributed to a great extent to the new breed of executives showing up in top-management spots in our more progressive companies. These people are recognizing that, in the struggle to maintain their competitive position, their chief advantage over their competitor may be in the caliber, skill and motivation of their work force.

During the past ten years there has been a terrific increase in the number of special college courses, seminars, conferences, etc. Management development has almost become a fad; nevertheless more management people than ever before are being exposed to development opportunities in this field. And it is a rare management development course or program that doesn't highlight the importance of human relations aspects of management, and that the management of people is one of the most

essential elements and responsibilities and skills of the executive's job.

This is a very roundabout way to try and point out that I think there is a definite trend towards changed thinking on the part of today's executive group. They are beginning to view personnel management in its true relationship to profit making, rather than as an appendage of company activity designed to make people happy. Couple this changed thinking with a personnel man who himself has the vision, imagination and executive competence to properly relate his responsibilities to the overall objectives of the corporation, and you will find an individual who actually does enjoy top-level status in the managerial line-up.

SUPPORT AT TOP NOT ENOUGH

We have talked for years about achieving top-level support—but you will see from this that I am trying to make the point that top-level support alone won't do the job. Top-level management gives its full support to its sales program—but it gives the support with the full and intelligent realization that unless the sales program is successful, the company may well be crippled in its struggle to survive competition. That type of understanding lends a very special emphasis to the kind of support rendered any program, whether it be sales, personnel, or any other facet of the business.

The change is coming, but as is customary with personnel people, we are frequently inclined to press too hard and to try to go too fast. Take, for example, some of the advanced research which some personnel departments are inflicting upon their companies. Not that the research itself is bad—it is often of extremely high caliber—so high in fact that it is meaningless to the very line managers it is supposed to help. Failing to comprehend its significance, the line managers are inclined to view it as the work of starry-eyed

dreamers who are "nice people", but who have not got their feet on the ground.

So you see that, by and large, I am pretty optimistic about the future. I think we are on the right track—that we have been on the right track for a long time—but that our patience understandably tends to wear thin at times. Basically we are in the business of changing attitudes, some of which have become thoroughly entrenched over years and even centuries, and it is unrealistic to suppose that progress in this endeavor can be rapid.

ANOTHER POINT OF VIEW

The following statement comes from the vice president of a large food processing company in the midwest who would rather not be quoted by name:

Some time ago our Industrial Relations Club appointed a nominating committee to recommend the slate of officers for the club for the next year.

It's quite possible that we were very prejudiced in our comments about some of the men who were being considered, but honestly, we felt that very few persons in the entire organization were capable of doing an outstanding job as president. It was really sad to see how few personnel and industrial relations men had enthusiasm, natural leadership, and the other traits that might make them stand out above the rest.

This was particularly noticeable because just a month or two earlier our club had held a discussion that revolved around the general question of what was wrong with the boss for not giving greater recognition and responsibility to personnel and industrial relations people. Honestly, I put myself in the place of the president of many, many companies and I did not see how I could justify advancing these men further than they are. There were a few exceptions, to be sure.

My feeling in general is that the place an industrial relations or personnel man

holds in his organization is a reflection of his own stature. The job can be a tremendously big one with a big man in it and a pitifully small one with a small man.

I believe a lot of personnel people don't face the facts about themselves very squarely. Most would like to be near the top in the organization, and most have done very little to earn it. What percentage of the personnel and industrial relations people whom you know deserve to be officers of their companies? For every man I know who has it on the ball, I can name ten in our field who don't make any really significant contribution to their businesses.

I feel that opportunity is all around most of these people if they just face it—but they have to take the initiative, they have to have the courage to stand by their convictions, they have to be willing to stick their necks out and stand up to be counted. They need enthusiasm, intelligence, and the ability to analyze and decide.

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Stress in Management Training

By MICHAEL G. BLANSFIELD
Supervisory Training Officer
San Bernardino (Cal.) Air Materiel Area

A SHOP foreman said to me "I want George Snyder, one of my section foremen, to take one of your human relations courses." Why?" I asked. "Well," came the reply, "he can't get along with his people and I think that you can tell him the rules in handling people." My answer was non-committal "Let me talk to Snyder before we decide anything, Charley; maybe there is something else we could do that might help."

A talk with George, a supervisor for some six years, revealed he had successfully completed, not one, but two Human Relations courses during the past two years, one given by our training staff and one by a local college. Both of these courses had been of the standard lecture-discussion type-courses best described as "how-to" courses, since the instructor spends a large part of the time telling the students how to do the things that lead to success. Obviously George had been trying to help himself and, just as obviously, he had not been very successful.

What was George's, and all the other Georges', problem? He had been to two courses. In each he had been told how to handle human relations problems. And each time he went back to the work situation and again faced his morale problems. I decided to try to find why we had failed in our efforts to give George the "how-to" of good human relations.

I talked at length with George, exploring his background, interests and attitudes. I discovered that he had rela-

Two good human relations courses of the usual lecture-and-discussion sort had done this supervisor little, if any, good. The author decided to try "gut-level" methods as contrasted to "how-to" teaching. In effect, this amounts to a sort of shock treatment. It jarred the subject into looking at things differently; the results were noticeable and lasting.

tively little formal education but was well grounded in his technical speciality. He felt somewhat insecure and inferior because of this lack of education, and attempted to compensate by dressing quite nattily and affecting a precise mannerism of speech. He frequently misused words in an effort to prove his familiarity with "big" words or technical terms.

Many of his attitudes toward management had been shaped by his years as an apprentice and journeyman in his trade and revolved around the idea of vested management rights. He showed strong leanings toward conformity. A check of our personnel records revealed that George had done fairly well on the tests administered to him. Specifically, his learning aptitude was above the 90th percentile and his other test results correlated roughly with this figure.

George's immediate superior and others who knew him regarded him as "a good worker" but "too stubborn for his own good". The low morale in his section was

NOTE: The opinions expressed here are the author's and do not necessarily reflect the official policies of the U. S. Air Force.

referred to often but there seemed to be no single explanation for this. It was attributed to the type of work, to George's reported penchant for hard work, or other factors. George was characterized as "a nice guy", "quick to learn", and "a good producer". When questioned about George's performance before and after the two courses he had taken, the consensus was that they had "worn off" very quickly and that, while they were good courses, "all that stuff isn't always practical".

GEORGE'S TRAINING DIDN'T "TAKE"

George himself, when questioned on this latter point, stated that he believed the courses were very good and he had "gotten a lot out of them". As for day-to-day application, he admitted that he "didn't use that stuff every day" and went on to state that "most of the stuff you learn in those courses are only in case a problem comes up."

I could come to only one conclusion—somehow George's "how-to" courses hadn't "taken". Further, any future developmental program for him would have to deal with his strongly embedded authoritarian attitudes. Unless these could be altered, George would remain a problem.

I had been preparing for an experimental, horizontal, upper-middle management group in the case study method for some time and decided to enroll George in this group. The plan was to select provocative cases from "The Administrator", by Glover and Hower, and intersperse cases culled from our own files. I would set a pattern by leading the first discussion and analysis, and then let each of the group lead one in turn. In addition, one group member would be selected as an observer for each session, and the last half-hour of each session would be devoted to his analysis of the group in action.

During the later sessions the trainer would play a relatively passive role, not participating in the discussion. In addition,

and most important in our thinking, he would be responsible for inducing stress in the learning situation. At the end of each session he would read to the group a list of significant phrases or words used by group members, or by the leader. These phrases would be those associated with hostility, frustration, dependency, and like socially-negative attitudes as well as those generalities, banalities and cliches usually attributable to a lack of subject-matter penetration. After each word or phrase the instructor was to ask the obvious question which would serve to point up the problem involved. Discussion would not be allowed at that time but could be indulged at the beginning of the next session. This delay was for the purpose of reducing defensive rationalizations.

We realized, of course, that the observer's analysis of the results of the case analysis and the group inter-action would also produce stresses. It was our hypothesis that learning (in the sense that we looked upon attitude and behavior change as our ultimate goals) could best be fostered through the use of this stress. This type of learning is most aptly described as "gut-level" learning, due to the emotional effect of the induced anxieties, threats or conflicts.

GEORGE STICKS HIS NECK OUT

At the first of ten two-hour sessions, the trainer led an analysis of a relatively simple case, "Jim McFee", from "The Administrator". Group response was slow at first, gradually developing as insight into the method developed. George was a frequent contributor, speaking in an authoritative though pleasant manner. Before the close of this first session the trainer asked each person to complete, prior to the next session, a brief (50 word maximum) statement giving his impressions of himself, and of each other group member. We hoped that this would induce the group to attempt to think of themselves

and others with some degree of objectivity.

George's statement, picked up at the next session, showed that he was quite sure of himself. He referred to himself as a "fair supervisor", one who "tries to see both sides of a question", "experienced" and ended by stating that "I believe in getting out production but don't ignore the human element." His fellow group members characterized him as "decisive", "average intelligence", "not a supervisor I would care to work for", "outspoken", "slightly narrow-minded", "shady type?", "has fixed ideas", etc.

During the next few days of the program George's behavior remained fairly consistent; he continued to make rather authoritative pronouncements, but there became evident an increasing tendency on the part of group members to differ with him. The trainer during this period used (among others) three of George's comments during his closing reiteration of words or phrases. These were: "This is a warm-body assignment" (trainer's comment—"Does this indicate a refusal or failure to think of employees as humans?"); "This is a simple case of insubordination" (trainer's comment—"Is insubordination ever simple?") and "This problem needs some good, old-fashioned discipline" (trainer's comment—"Are we implying the need for punitive measures?")

DEFENSIVE REACTION AT FIRST

George reacted quite defensively to these quotes. He first attempted to explain and defend himself immediately after the quote was given. He also attempted to resume the defense at the start of the following session. He gave numerous reasons for his using words or phrases of the nature quoted and generally seemed almost unable to leave the topic.

On the fourth day he was asked to lead a case analysis. He reverted to the trainer's style in attempting to lead his

analysis. It is interesting to note that this style had been abandoned by the other group members in favor of experimentation with other methods. During the course of his leadership he elicited a superficial problem solution and attempted to close his discussion, only to meet enough group resistance to prevent this. Failing in this attempt to control the group, he became obviously bewildered and seemed unable to sense the group thought trends sufficiently to regain effective control or guide the analysis to a productive climax.

The group observer, in leading a discussion of the case analysis and the group inter-action during it, elicited a general consensus that George's leadership had been largely ineffective due to his attempts to be strongly directive, his inability to respond to group thought trends and his failure to penetrate the problem.

During this discussion George evidenced some symptoms of stress, noticeably pallor and finger-tapping. His reaction to this discussion was untypical, in that he did not participate even to offer his customary defensive rationalizations.

EVIDENCES OF CHANGED THINKING

During the remainder of the program George's behavior patterns showed a decided change. He spoke less often and, while still using the "authoritative pronouncement" type of delivery, he would often qualify his statements by ending them with a question or a disclaimer such as "at least I think so" or "that's the way it looks to me but, of course, the rest of you may disagree with me".

In leading his second case analysis he was quite permissive and obviously made conscious efforts to avoid "experting". While his sensitivity to the group was still poor, it had noticeably improved through his adoption of a listening attitude.

The analysis of the problem in this instance was not satisfactory to the group

in review, but their attitude toward George was less critical and reflected some increase in their acceptance of his leadership. George's acceptance of their comments was almost unequivocal at this point. He evidenced a great interest in all that was said and a rather surprising degree of humility in accepting comments that reflected on his principal leadership failures.

At the conclusion of the program the group's comments reflected a definite change in their opinion about George. They said, in part: "dictatorial type", "insecure personality holding strong, ill-formed opinions", "intelligent but too strong-willed", "unsure but tends to be autocratic", "probably a supervisor of the old school".

SEES NEED FOR IMPROVEMENT

George, evaluating himself said, "I now feel a great need for improvement. I can see I look for results without considering the human element. While I may seem too sure of myself, I am really looking for acceptance. I can really express myself only in a limited manner to others."

It is interesting to note at this point that both George and the group have changed their opinions about him and that their revised evaluations now have some strong similarities, indicative of some insight on George's part and a more valid understanding on the part of the group.

Approximately 30 days after the program a questionnaire was sent to George's immediate supervisor asking if George had discussed the program with him, George's reactions and what changes, if any, he had noticed in George.

RESULTS SEEN AFTER 30 DAYS

The supervisor stated that they had had frequent discussions of the program and that George had been very enthusiastic about it—particularly in the later stages. George's principal point of discussion was his belief that he now was more sensitive to

others' reactions to him. The supervisor went on to state that George seemed to be trying to listen more and talk less, and he felt that George was more effective in handling his people and in dealing with him.

This experience indicates that it is possible to assist George, and all the other supervisors like him, to an increased maturity through "gut-level" learning. While we must recognize the value and place of "how-to" learning, we must also recognize its limitations. We must realize that intellectual acceptance of ideas is not enough—that there are innumerable blocks between an idea and its fulfillment in action. Our problem is to recognize that all our Georges need more than just ideas. They need help to grow. I have tried to suggest one method of inducing or accelerating this growth.

BOOK REVIEW BONUS

WHY JOHNNY CAN'T READ—and *What You Can Do about It*. By Rudolf Flesch. Harper & Brothers, New York, 1955, \$3.00. By arrangement, Popular Library, New York, 1956, 208 pages, paper, 25¢.

If you have children in school who have trouble reading, by all means do yourself and them a favor which may mean a great deal to them and you all the rest of your lives—get yourself a copy of this book. Johnny can't read, says Flesch, because nobody ever showed him how, but merely drilled him in remembering words. Today's method of teaching to read also explains in part why Johnny and Josephine can't spell either. Flesch suggests that parents start teaching phonics to their children at age 5, which is the starting age in England. His book itself gives "tested, easy-to-follow drills and instructions."

H. M. T.

Older Workers Are People Too

By J. R. COMINSKY
Publisher of The Saturday Review
New York City

A PROGRAM like this cuts across many areas that have absorbed me from childhood. First of all, I am deeply interested in people—what they are, what they stand for, what they do, and what they ultimately record on the scoreboard of time. People have always come first with me in any enterprise. In describing my own business—magazine publishing—I have always said that all we have is people and second-hand furniture and the latter would not yield much if it had to be sold in a hurry. And since I am interested in people, I am interested in them throughout life, not merely through childhood and adolescence, and do not terminate that interest with their maturity.

* * *

Although this conference is designed primarily to assist the educated youth of the country in embarking on successful careers, I am sure that it is not out of place to deal with a much broader and more worrisome problem that hasn't yet sufficiently penetrated the consciousness of our people. I refer again to one of the great paradoxes of our time—the simultaneous lengthening of the life span and shortening of the working span.

The inter-relationship of all human endeavor could not be exemplified better than to point out that, while exciting news is flowing from the laboratories of the medical scientists and practitioners, another kind of news is flowing from indus-

This talk attracted wide attention. Senator Wiley of Wisconsin said in the Senate: "Mr. Cominsky is contributing some of the most original thinking now being done in our country on the paradox of the lengthening of the life span and the shortening of the work span in America." Personnel men will be interested in his several specific suggestions for dealing with the problem of the older worker.

trial and labor fronts to take the bloom off some great achievements of medicine. To state it bluntly: Of what use is a lengthened life span if it is accompanied by a greatly shortened working span?

This, of course, is no fault of medicine. It is not the fault of medicine that there has been in recent years an almost hysterical absorption with "security"—"security" at almost any price, it has seemed to me. And all the pension plans and retirement arrangements aren't worth the price we are paying for them if it means one able-bodied person, qualified in every other way, self-respecting and eager to work, cannot obtain employment after he passes the age of 40, or possibly a slightly higher limit. The life-span figure, large or small, becomes academic in the light of such a development, and all of us had better face up to it.

It would seem humane for insurance companies to restudy the present group life insurance plans which may be limiting the hiring of workers in their forties.

It would seem equally humane for the

(Note: This article is taken from the author's talk, "Vocational Counseling Is Unfinished Business", before a conference of the Alumnae Advisory Center last April. Subject of the Conference was "Conflicting Job Attitudes: How Can We Resolve Them?")

various states to restudy their unemployment insurance and disability compensation laws which may deter employers from hiring older people. It is a recognized fact that older workers take longer to recuperate and tend to raise the disability compensation rates paid by their employers in some states.

If a plan of state or Federal government cooperation could be worked out whereby the employer were not penalized for this fact of life, he might take another view of the employee over forty. It would also be humane for our leading and most responsible labor unions to study this problem in relation to the pressures now being put on employers for social benefits. We might also explore Federal Social Security cooperation for persons who wish to work beyond the age of 65, with a possible lessened effectiveness offset by the government's contribution.

TAX CREDIT A POSSIBILITY

Perhaps the simplest way to lift the burden and the penalties from the employer of the older worker would be to allow a Federal corporate tax credit based on percentages of employees in various age groups—such a credit at least in part to offset the extra insurance and other costs derived from actuarial accounting. Here is an area worthy of our deepest study and thought.

The complexity of this serious situation affecting so large a segment of our manpower flows from the fact that our retirement and pension plans are figured on the basis of chronological and not physiological factors. We understand what great differences in physical and mental power there can be in people of the same age. Yet this has been somewhat obscured in our social planning.

The drastic shortening of man's working span brings with it a problem that should concern every boy and girl going to college, and the parents, as well as the middle-aged. The "trial and error period",

which in the past allowed a person to try his hand at a few jobs in the hope of finding the one he liked best and could do best, is now something that, in retrospect, went out with the Model T Ford. Today a person's talents must be channeled immediately into the area in which he can be most effective, or he is sunk. That's the dilemma, and we may as well be realistic about it.

STUDY OF PROBLEMS NEEDED

We haven't yet really begun to deal in a serious way with the psychological, social and economic problems created by our fantastic medical progress. The proposal of the Alumnae Advisory Center for a five-year study to investigate a possible solution to problems faced by older women college graduates in New York and by those who want part-time jobs is an indication that there is a real stirring of interest in important places.

I like the stated purpose of the Alumnae Advisory Council's proposed study: "To test the present prejudice against part-time and older workers; to find out whether or not current criticisms really apply to these workers; whether they apply to these workers and to no others; or whether they only apply in certain instances and under certain circumstances." These facts are needed, and are worth paying for.

Not only have we confused chronological and physiological age to the detriment of our people, we still are thinking, talking and acting in terms of a youth-oriented society with an unbalanced concentration on the needs and aspirations of the young to the exclusion of the larger part of our population. Until our youth-oriented society becomes reoriented towards the needs of all people, young and old alike, and that is a basic consideration in all our social planning, conditions will grow worse rather than improve.

It gives me pleasure to be able to tell you that our Federal Government is keenly alert to the dimensions and the gravity of

this situation. Early this month the President ordered creation of a Federal council on aging to help provide greater opportunities for the nation's older people. In a memorandum to heads of a dozen government agencies, the President called for designation of a representative from each of the agencies to handle the program. He said he wants to "establish on a broader and more permanent basis the present interdepartmental working group on aging."

GOVERNMENT ALERT TO SITUATION

The President said it will be the job of the new council "to review existing programs in the light of emerging needs and make recommendations to the appropriate departments and agencies as to the emphasis, priorities and provisions for unmet needs."

Both Secretary Marion B. Folsom and his able assistant, Roswell B. Perkins, of the Department of Health, Education and Welfare, are cognizant of studies indicating that middle-aged and older workers are at a decided disadvantage in seeking new employment. A basic difficulty, they find, appears to be that hiring officials are not fully aware of the capacities of older persons. Unfavorable attitudes, they also find, are unsupported by any significant body of evidence, but nevertheless are the preliminary obstacle to the continued employment of older workers.

Our Federal Labor Department, which has major responsibility for employment and vocational guidance, is launching a program of education intended to create greater understanding of the facts. It is also attempting to determine whether pension costs represent an obstacle to the employment of older persons. Only in January did the first meeting of an advisory committee on the subject of pension costs take place in Washington. The Interdepartmental Committee on Aging has now been placed on a broader and more permanent basis. It is hoped that Uncle Sam, himself our largest

single employer, can set a good example for all employers.

An indication of the Federal Government's concern is the number of publications that have been made available by the Department of Labor. These include: "Mr. Employer: Why Not Use This Growing Source of Man Power?"; "Hiring Older Women"; "Over 40 and Looking for a Job?"; "Older Women as Office Workers"; and "Training Mature Women for Employment." And in a recent exchange of correspondence, Mr. Perkins, assistant secretary of the Department of Health, Education and Welfare, wrote:

JOB GUIDANCE FOR OLDER WORKERS

"It is quite clear that sound vocational guidance, if available early in life, would decrease occupational maladjustments in later life. It is also apparent, however, that vocational guidance is a continuing process which must be available to the individual as his capacity, interests and circumstances change. In other words, older people too need vocational guidance services. In fact, we think it would be desirable to have in or near every community a comprehensive counseling service for older people, which would include vocational guidance as one aspect."

It would seem fitting that the United States, which has set many examples for the free world, should furnish an historic precedent by its solicitude for all of its population, with equal concern for young and old. As we look at the world in historic perspective those leaders and those governments with a fanatical devotion to youth have neither been exemplary nor lasting. These leaders and these regimes suffered also from many other deficiencies and defects, and it is hard to put your finger on the one thing that was their undoing. But they all were highly demonstrative in their adoration of youth and conspicuous for their limited concern for their mature populations. There may be a significant lesson in this.

Morale Among Professional Workers: A Case Study

By PAUL A. BRINKER

Chairman, Department of Economics
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AN attitude survey of a year's duration was conducted for a subsidiary of one of the major oil companies. About 43% of the employees were interviewed anonymously and voluntarily. The interviews averaged about thirty minutes each. Practically all of the supervisory and professional employees took part; 936 of them were interviewed along with over 200 of the clerical, stenographic and other non-professional people.

The company bargained with an independent union, and at one location an affiliate of the CIO Oil Workers, but none of the organized employees were interviewed. To avoid identification, the company will be called the Prairie Gold Company. Prairie Gold is fully integrated—producing, refining and marketing oil. Its holdings are spread over about 24 states.

Although the survey probed into wages, training, company organization, and the like, this paper will deal solely with morale. "Morale" is used to denote satisfaction received, and not in a motivational sense. Since productivity among oil workers would be extremely difficult to measure, this study did not correlate morale with that.

Many factors affect morale. Wages, promotional possibilities, type of attitudes toward the company, and others, all play their part. The Prairie Gold study found most professional workers to be satisfied with the type of work they were doing,

A number of Ph.D's were among some 1100 employees questioned in half-hour interviews; in one section, a third had that degree. You might expect these men to have been less affected by the quality of their supervision, yet that section was the company's third-lowest in morale. The author shows that professional people are irritated and made less effective on their jobs by the same sorts of things that worry most of us.

the salaries they were paid, and their promotion possibilities. These factors, therefore, are omitted from this report. The emphasis is on how the workers rated the morale of their own groups, and what factors they felt were important to their local morale.

COMPANY POLICY

For many years the parent company has stressed good employee relations. It has indoctrinated its subsidiaries, too, with the idea that employees should be treated with the utmost consideration. In practice, this has meant that workers can be discharged or disciplined only for good cause. Arbitrary action in dealing with employees is firmly opposed. Consequently, the employees have a feeling of protection

MORALE BY MAJOR DEPARTMENTS

	Number of Employees Rating Morale as:			
	High	Average	Low	Morale Rating (In Percent)
<i>Professional and Supervisory</i>				
Production.....	144	51	7	83
Exploration.....	243	125	29	77
Headquarters City.....	71	31	13	76
Research Laboratory.....	51	29	16	68
Marketing.....	31	38	6	67
Manufacturing.....	16	26	9	57
<i>Non-Professional</i>				
Production-Exploration.....	56	28	5	79
Marketing.....	62	53	13	69
Manufacturing.....	8	14	9	48
Totals.....	682	395	107	74

and security they might not otherwise have.

Compared with other major oil companies, or with companies in any other industries for that matter, Prairie Gold stands as a leader in providing employee benefits. The following benefits are provided: a matching of employees' savings, supplements to government old age pensions, group life insurance, supplements to state workmen's compensation benefits, permanent disability benefits, and refund of tuition fees upon successful completion of additional education.

During the year in which this study was made, a major reorganization of the Prairie Gold Company took place. Production had been falling some. But other major companies producing in the same areas showed a slight increase in production.

Under the former President, the company followed highly centralized policies. For example, if a secretary resigned in a distant office, the head supervisor there had no authority to replace her until the central office approved the request. The new management undertook a program of decentralization. During the entire year of this study, more authority was continually being passed down the line.

MORALE FIGURES

After the interviewer had talked with the employees for some time, they were asked to rate the morale of their own local group as high, average or low. The table shows replies received on this question. The morale rating was computed by assigning a value of 100 per cent for high morale, 50 per cent for average, and 0 for low morale. For example, if one employee rated morale as high and another as average, the department rating would be 75 per cent.

After analyzing many groups, the author concluded that any group with a morale rating of 90 to 100 per cent had excellent morale. Those with 80 to 89 per cent were rated good, 70 to 79 per cent as fair, 60 to 69 per cent as unsatisfactory, and under 60 per cent as poor. As can be seen, the Production group rated best among both professional and non-professional personnel, whereas Marketing and Manufacturing were lowest.

Even though the vast majority of employees rated Prairie Gold above average as a company to work for, in many local offices morale was not good. In 53 out of 133 offices (40 per cent), morale was rated either as unsatisfactory or poor (69 per

cent or below). Since most of the study dealt with professional personnel, the following analysis is restricted to that group.

My major finding was that in 52 out of 53 sections with low morale, faulty supervision was the cause. Since there are various levels of supervision, the effects of the various levels on morale are discussed below. The effects of top management on morale are omitted. Suffice it to say that the new top management's policy of decentralization was warmly received. The delegation of more authority downward was exactly what the professional personnel wanted.

MIDDLE MANAGEMENT AND MORALE

Dissatisfaction in about one-third of the low-morale offices could be attributed directly to middle management. At the refinery, where morale was lowest, the failure of the top supervisors to delegate authority caused the workers to feel that they were not an integral part of the group. Among the supervisors immediately under the top refinery management, one said, "At staff meetings everything controversial is tabled. The staff meetings are just news meetings; whereas they should be the place where decisions are reached."

Similarly, the person whose job it was to check the quality of crude oil coming into the refinery did not feel he was a part of the group when he learned that other crude had been received without his knowing anything about it or knowing why he had not been told to check it. The process engineers did not feel an integral part of the group either when they were told to justify certain equipment the top refinery management wanted, rather than being told to investigate and recommend the type of machinery they thought would be best. They maintained that it was a form of intellectual dishonesty to have to give supporting reasons to buy certain machinery which they did not like.

TIGHT REINS—LOW MORALE

At the Research Laboratory (the third lowest morale group) a feeling of group participation was lacking because of excessive interference into various projects by one of the top managers there. An employee with a Ph.D. degree (one-third of the employees had this degree) resents not being given enough responsibility so that he can do his own thinking. In all of the low-morale professional groups there, a majority of the workers mentioned too-close supervision by the same manager as the cause of their low morale.

A defense mechanism was set up by the workers against being dictated to. Some contended that information became somewhat distorted in passing through higher channels and that, as a result, orders and ideas were handed down that were completely impossible and in conflict with the data the employees had. All groups who worked on the same types of research as the criticized manager complained about undue interference by him. The only local office at the Research Laboratory with a morale rating over .90 did a type of work completely alien to that of the meddlesome manager, so that this group was left completely free to do their own work.

WHAT LED TO HIGH MORALE

Good middle management also contributed in some instances to fine morale. As noted, the department with the highest morale was Production, and within this department, the largest division had considerably higher morale than the others. There the guiding principle was to keep the employees informed and to allow them a maximum of participation in decisions. Interestingly, this was the only large group in the company that was directed by a non-college graduate. The manager's philosophy of supervision was stated in this letter from him

"Shallow well drilling necessitated frequent meetings to consolidate our thinking in order that we could go about our work in a standard manner. One thing always injected into our people was that they should feel free to discuss their thoughts and ideas, whether with top brass or one of the immediate bosses, for this is America and none of us wanted any 'milktoast' answers.

There are some basic ideas I learned upon being promoted to my first supervisory job. That was to be a team man, to be a leader; you cannot drive the American people to do anything, but you can lead them and show them the way.

I have always maintained that considerable time and study should be made in selecting supervisors and other key personnel. Once this is done, the sufficient energy to perform any job is available, provided you keep them interested and advised of what is needed.

The line of communication must be kept open, and they must be advised of changes in company policies, and you must circulate among your men to maintain their confidence, which will result in their confiding in you. Don't be an 'I' individual—"I" can't do anything, it takes team work and cooperation and, above all, keep your team pulling on the same rope and on the same end. Back this up with the Golden Rule of treating others as you would like to be treated yourself under similar circumstances and conditions, and I believe almost anyone can succeed as a supervisor."

PARTICIPATION AN IMPORTANT ELEMENT

With this philosophy of management, the complaints about lack of information or not being consulted were at a minimum in this division. Group meetings were held regularly. As one example of the participating type of management, when I had finished my report for the division and was ready to discuss it with the division superintendent, the latter called in the division personnel manager to hear the report with him. In no other division was this done.

Three supervisory personnel in the Division Office itself (morale rating 95 per cent) remarked that the one thing they liked best about the company was placing

confidence in subordinates' judgment. This type of comment was conspicuously absent elsewhere.

With group participation being stressed at the division office, the same type of management was being practiced also by the district supervisors in this division. With one exception, all 13 of the supervisors in the division were highly regarded by the employees.

FIRST-LINE SUPERVISION AND MORALE

As stated, about one-third of the low morale could be attributed to middle management's lack of participating policies. In the remaining two-thirds of the low-morale offices, the low morale could be traced to the same lack of participating policies on the part of first-line supervisors. One geologist in a low-morale unit reflected a lack of participation by this statement, "They don't even bother to ask our opinion on what acreage to buy." In Marketing one employee commented, "There are a couple of supervisors who are not liked here. They make unreasonable requests and they do not discuss the work with us. Instead, things are shoved down our throats. Very seldom are we given a chance to offer suggestions and when we do, they are not well received."

At a low-morale Headquarters City office, an employee complained, "It is discouraging never to hear what happens to our proposals. Also, we are told to work hard on a project, and we may work overtime getting it out, only to find that the manager did not really want it after all."

First-line supervisors were able to raise morale to high levels of effectiveness also. At one Headquarters City office, with a morale rating of 100 per cent (five employees), the supervisor held regular meetings at which recommendations were accepted or rejected by majority vote. The supervisor subjected his own ideas to the voting procedure also. All five employees rated their supervisor above average in the

personal interest he took in the employees, and he rated equally well on all other attributes of supervision.

"GROUPNESS" HELPS MORALE

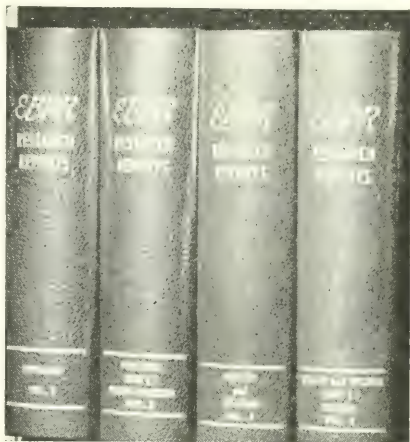
At another 100 per cent morale geographical office (five employees), the supervisor held regular group meetings on Friday for his employees. During the first four days of the week, each computer analyzed the records from the seismograph crew assigned to him, and on Friday the employees profited from getting ideas from the other computers. A strong group feeling prevailed, in part because the computers knew what all their fellow employees were doing and were able to help each other with worthwhile suggestions.

The Western Electric experiments showed that productivity of the Relay Assembly test room increased considerably when five girls were moved from their old department to a new setting in a separate unit. The explanation given for the increased production was the strong in-group feeling formed because the group felt that special attention was being given them.

In most situations it is not practical to move workers into a special environment as was done in that experiment, but the Prairie Gold study indicates that such feelings can be formed if management avoids too close supervision of workers, delegates more authority and responsibility to employees, permits participation in deciding matters, and keeps workers fully informed about all matters pertinent to their unit, and their relationship with other units and the company.

The sincerity of Prairie Gold's management was demonstrated when, after this survey, the company's top supervisory people were called in from all locations to discuss it and to attempt to find ways to improve morale throughout the company. Almost immediately steps were taken to eradicate some of the demonstrated weaknesses.

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When Foremen Water Down Your Union Contract

By JOHN D. STALEY
New York City

BECAUSE he's in a tight spot, your foreman might be watering down your company's contractual agreements with the union. Reports from a number of plant personnel directors indicate the growing seriousness of this problem.

Under the pressures of his job and an aggressive steward, there is a tendency for the untrained or vacillating first-line supervisor to appease, buy loyalties, condone violations, and make verbal agreements. Also, there may be differences in interpretation by different foremen, leaving the company open to whipsawing, or to the establishment of hard-to-eliminate precedents which will ultimately be forged into the next contract.

For management, this indicates the need for training in contract administration, and a conscious, sustained effort to sharpen up communications, especially regarding grievance handling.

Although they have given first- and second-echelon supervisors responsibility for the conduct of union relations on the job, many companies may not have considered seriously enough the necessity for systematic contract administration at these lower management levels. In many ways, supervisors can "give away" some of the things which the company's negotiators in bargaining sessions have fought hard to establish. Though the day-to-day movement is almost imperceptible it can have serious long-run effects.

Supervisors and foremen cannot be expected to know their contract thoroughly and to apply it faithfully unless manage-

Even with the best of intentions, unless your supervisors thoroughly understand the company's contract with the union and are guided by it in their day-to-day decisions, they may be piling up trouble. The author names six ways in which foremen depart from contractual procedure, and cites examples from life.

ment trains them in contract administration. Front-line supervisors should understand the functions of the union contract: what it is, what it does and what it does not do; they must also be developed in their ability to temper contract administration with human relations considerations.

Although some are quite subtle, most of the ways in which supervisors alter union relations policies can be corrected easily by a program of instruction. Here are some of the ways in which supervisors may affect the union relations situation: (1) By appeasement of the union, (2) Purchasing of loyalties, (3) Habitual contract violation, (4) Verbal agreements, (5) Failure to study the agreement and associated data, and (6) Bilateral determination.

APPEASEMENT

An unsophisticated supervisor, under pressure from management to settle grievances at the first step, and knowing that his performance review and rating (formal or informal) will depend in part on the fre-

quency of disputes, may actually indulge in day-by-day appeasement of the union delegate or steward in his department. And if the alert union official capitalizes on this situation, he will exert even more pressure, limited only by his imagination.

An imaginative union official can find in the average contract all manner of loopholes and interpretations which he can try out on the supervisors. John A. Stephens, Vice President of United States Steel, commented in a talk in 1955, "(I) . . . continue to be flabbergasted by the multiplicity of meanings which can be attached to even the simplest of provisions by one who really wants to see it fit a given purpose." Concessions, especially appeasements, have a way of spreading slowly from one supervisory section to another. Before long, the labor relations manager is appalled to discover an actual change in shop practice, which may be tantamount to contract change as far as he is concerned.

Case of the Changed Vacation Policy

Supervisor "A" in company B was new on the job. Major changes in the layout of his department coincided with his arrival; there had also been two arbitration cases within the previous quarter. "A" was carefully briefed by his supervisor on the necessity for sound union relations, in view of the unrest in the department. The company shortly embarked on a year-long installation of new equipment, on which employees worked a great deal of overtime, with an increased work-week. Soon after this program was begun, the union delegate requested that vacations be scheduled according to average hours worked instead of straight forty hours as set forth in the contract, because of the heavy overtime schedule. The delegate stated that the request was very reasonable in view of the overtime schedule, that all his people were very much behind it, and also mentioned "unrest" in the shop. After considerable discussion, supervisor "A" agreed to pay vacations at average hours. When asked about it by supervisor "C", "A" defended his position with good arguments, and "C" decided to do likewise, since his own delegate had been asking about it.

BUYING LOYALTIES

A foreman who is a relatively ineffective leader, or whose loyalties are not strongly directed to management, might be tempted to be a "good egg" by devising ways and means of circumventing policies and his contract in order to give "his boys" what they want. The next logical development is for the union delegates or stewards to suggest the same circumvention to other foremen and supervisors.

Case of the Overpaid Operator

Foreman "D" in a branch plant had in his group an extremely ambitious young class "B" operator of limited experience, who was constantly requesting the foreman to promote him to class "A", which was not possible under the foreman's Personnel Table, even if the operator were capable of class "A" work, which he was not. The shop steward also backed the operator's campaign, and ventured the opinion publicly that the foreman was deliberately "holding the man back", and discriminating against him because of his nationality. When a class "A" operator went on vacation, the foreman advised the steward that he was going to pay the "B" operator class "A" rate during the vacation period, just to prove he was not holding the man back.

Foreman "E" was advised of this arrangement by his own steward, with the result that "E" did it too. Several years later this practice was firmly established in the branch plant, and is now the central issue in a third-step grievance from a very poorly qualified "B" operator who was denied promotion to "A" grade. The union advances the argument that, since the company paid the man class "A" rates (albeit during vacation periods) the man must have been doing class "A" work, and should therefore be upgraded, and without a trial period.

HABITUAL CONTRACT VIOLATION

Many supervisors allow themselves the luxury of habitual disregard of the contract. This can develop easily where the supervisor has set up an extremely informal atmosphere in his dealings with his people

and with his union officials. The situation may also be encouraged by laxity of union officials in calling to the supervisor's attention his chronic violations.

The real problem arises when the union takes similar liberties with the contract, their justification being that the contract is "merely a guide", evidenced by the fact that the supervisor habitually disregards it. Here develops a virtually insoluble situation, and may well result in a local alteration of the contract.

Case of the Too-Lenient Supervisor

Supervisor "F" had some personal customs which were in themselves unimportant, and which were generally favored by his employees. Among other things he would alter, for example, the time cards of employees who were five or six minutes late, so that they would not be "docked". He paid meal allowances to men who were on "call-time" even though the contract was vague on this point, and no other supervisors followed this practice. "F" also purchased uniforms for his operators in excess of the policy allotment. One day the shop steward requested an extension of the trial period of a new operator who had been found incompetent and undependable on his present job as well as on several previous assignments. Supervisor "F" pointed out the black-and-white contractual limits on trial periods for operators, and complained to the steward about the machine time and in-process materials lost as a result of the operator's ineptitude.

The steward, citing numerous examples wherein "F" had bypassed the contract on other matters, filed a grievance on behalf of the operator, charging discriminatory treatment and requesting the man's permanent assignment as process operator. Next day the steward filed another grievance from a ten-minutes tardy employee whose time card the supervisor had not "adjusted".

VERBAL AGREEMENTS

Although the idea of written records and transcripts in union-management relations is enthusiastically endorsed, foremen and supervisors may not appreciate the

necessity for objective records unless they are specially trained in this feature of contract administration. In the day-to-day press of business, it is easiest for a supervisor to procrastinate in making his own write-up (for file) of a 2 p.m. agreement with the delegate on problems arising in the shop. A year later, however, these shop agreements may be matters for negotiation, or may even contribute to gradual change in contract interpretation and application. Departmental or sectional verbal agreements also contribute to contract confusion, since there is no coordination with other departments and other sections in which the same problems undoubtedly arise. It is usually wise to have the foreman's write-ups reviewed by the industrial relations department.

FAILURE TO STUDY SETTLEMENTS

Most grievance settlements have the side effect of establishing or clarifying existing policy or contract provisions. When a grievance is settled, however, and especially at other than its initial step, it is urgent that the settlement be placed in the hands of operating management people immediately.

Of course, it is equally important that the line supervisor study these dispositions and make notations in the margins of his personal contract copy where the grievance dispositions impinge on contract clauses. A good knowledge of dispositions can often enable a foreman or supervisor to prevent grievances.

This assumes, of course, that the line supervisors have a solid knowledge of the contract itself. This is best accomplished by a training program built around the contract and each of its clauses. It is perhaps significant that shop stewards and union officials generally carry well-thumbed copies of the contract, and can usually recite chapter and verse, while the supervisor frequently must search through his

desk before producing a crisp, clean booklet in which he has to look for clauses he vaguely remembers.

Many firms insist that their line supervisors have copies of the minutes of every union-management meeting, whether negotiating or not. Here again, it behooves the line supervisor to annotate and amend his contract book in keeping with the information received.

Some organizations have profited by contract booklets in the form of manuals for line supervisors. Loose leaf additions, deletions, interpretations, etc. are added to the appropriate section as the contract years progress. In short, management must adopt an active program of (1) supplying full and complete data to line supervision, and (2) making sure they use it.

BILATERAL DETERMINATION

In years past, but less frequently today, management decision, policy, and action were unilateral; that is, management alone decided. Today, however, there is a general trend toward unilateral decision *with union review*. That is, management decides and a union reviews the decision and appeals for modification if necessary. In a few cases, there is bilateral determination; that is, both management and union must agree to a given decision before either takes action upon it.

The latter condition is present in many contract clauses, built around specific situations where bilateral determination may be desirable to both parties. For example;

"No employee junior in point of departmental seniority will be permanently assigned to the open job unless it is mutually agreed by the company and the union that the bidder is not qualified".

Without special training in this subject, the line supervisors may feel that

every management decision requires union agreement. Alert union officials will probably do what they can to foster this impression. A supervisor sometimes allows himself to be so bound up in bilateral determination that it slows the pace of his entire operation. Of course, where bilateral determination is spelled out in certain contract clauses, the line man is bound by it, but he is not so bound in all cases.

Specialists in contract negotiations are concerned about the formulation and status of certain "right-to-manage" clauses and their legality. This does not alter the fact that line supervisors would best operate from the stand-point described, rather than attempt to estimate the legal fortitude of the contract itself.

Again, supervisors may not realize that management does not derive its "rights" from the union contract. Without training in this phase of his job, the supervisor may not appreciate that although the union agreement may place some limits on his authority, his authority is *not limited to the agreement*. Even though the broad concept of management's "right to manage" is usually spelled out in some clause, the supervisor may not know quite how to handle it.

Case of the Stymied Supervisor

In order to study the productive capacities of some of his machines and the abilities of his operators, supervisor "M" decided to rotate operators on a battery of machines. He mentioned this plan to the shop steward in one of their talks. The steward returned later and pointed out that the union had not agreed to this, and it was not in the contract.

When "M" pointed out the "right to manage" clause in the contract, the steward contended that management could assign the men to specific operations, but could not rotate them on machines, since this was an infringement of the employee's privacy and would cause loss of production because of unfamiliarity of the operators with other machines in the

same battery. The steward said that he and his men would "take it to the top" if necessary. "M" reluctantly postponed the rotation plan indefinitely.

Although the actual cases cited involve other problems than the line supervisors' skill in contract administration, they serve to illustrate that much of the success of planned contract administration

depends upon how well line supervisors are integrated into the plan.

Contract application need not stifle the foreman. Planned contract administration benefits both union and management by lending consistency and objectivity, tempered by human relations considerations, to the day-to-day relationships of supervisor and supervised.

About the Authors

Frank J. Householder, Jr., chief of personnel services with The Chesapeake and Ohio Railway Company, Cleveland, has been with the company in the personnel department since 1947—the last four years as head of the department. Prior to joining C & O he was on the wage and salary staff of the Secretary of War for five years. Mr. Householder is a graduate of the School of Commerce, University of North Carolina, class of 1931.

Michael G. Blansfield, chief of training for the San Bernardino Air Materiel Area, previously headed personnel programs in the Canal Zone and for the U. S. Military Government in Berlin. A Cornell man and former industrial personnel consultant, Mr. Blansfield is an instructor in "Leadership Principles and Practices" at the University of California at Riverside, and a seminar leader in "Managing Human Resources", Institute of Industrial Relations, University of California at Los Angeles.

J. R. Cominsky has been publishing *The Saturday Review* for fifteen years. A veteran newspaper man, he became city editor of the *Rochester* (N. Y.) *Democrat & Chronicle* at the age of 25; then he was with the *New York Times* for 15 years in various capacities, including that of national advertising manager. A graduate of the University of Rochester, Mr. Cominsky was made a trustee last June and received a special citation for achievement in the publishing field.

Paul A. Brinker, chairman of the Department of Economics at the University of Oklahoma, studied at the University of Pittsburgh and Harvard and earned his Ph.D. at Pennsylvania State University. For some years he has been making attitude surveys by personal interviews: the study reported in this issue and in our July-August 1955 issue was made during a

year's leave of absence. Mr. Brinker taught at two universities, Miami and Vermont, before going to Oklahoma, where he has been for nine years.

John D. Staley is assistant manager of American Management Association's personnel division. Previously he had been in charge of personnel and industrial relations for the Schweitzer Corporation, Spotswood, N. J. and a production expeditor with General Electric. Mr. Staley, who has two degrees from Temple University, Philadelphia, did graduate work at Rutgers, where for several years he was on the staff of the Labor-Management Institute. He was awarded an F.E.E. Fellowship-in-Industry by the United States Steel Corporation.

Kenneth McFarland, widely known educator and speaker, is education consultant for General Motors and the American Trucking Associations. He has degrees from Pittsburgh State College in Kansas, Columbia and Stanford. Dr. McFarland has been called "America's No. 1 Air Passenger"; at home near Topeka, Kansas, he raises polled Hereford cattle and prize-winning Tennessee Walking horses.

Milton M. Olander, industrial relations director of Owens-Illinois, Toledo, Ohio, whose statement appears opposite the Contents page in this issue, during his twenty years with the company has frequently served in a public capacity on matters affecting employee relations. Between 1945 and 1954 he was appointed by U. S. Presidents to attend seven International Labor Organization conferences here and abroad. Mr. Olander has served on many important boards and committees: before joining Owens-Illinois he was on the faculty and assistant football coach at the University of Illinois.

As You Were Saying—

WHY MEN AND WOMEN GET FIRED

SOME months ago you may have come across in our *Across the Editor's Desk* section a report that a personnel group was told that employee *immorality* is an increasingly serious matter which leads to the failure, and even the discharge, of many workers. We wrote the speaker and asked for amplification of his remarks. What follows is an abstract of the address by Kenneth McFarland of Topeka, Kansas. Dr. McFarland is associated with General Motors as an education consultant and lecturer, and with the American Trucking Associations as education director. We understand that the studies he refers to were made in connection with some work he did at Stanford University. The abstract follows:

The target for some current studies we are making is, "Why do men and women get fired off of factory jobs?" We are not interested in anyone who loses his situation because the job plays out. We are interested only in those men and women who quit their jobs involuntarily, someone else takes those same jobs, and the original job holders were fired. In a given number of cases, for an allotted period of time, we are determining exactly why such individuals were fired.

The current studies substantiate the findings of previous ones in most respects. The most outstanding fact which they reveal in this: More than nine out of every ten such people lost their positions for reasons which do not even remotely pertain to know-how.

What are the reasons these people get fired? Although the order of frequency has not been worked out for the current studies, it is already evident that a number of reasons are going to be at the top of the list. People get fired because they are plain lazy. A good many of these cases come under the heading of absenteeism. The fact is they simply don't get to work often enough; they don't get there on time often enough; and they don't do enough work

after they get there. In industry we have a technical term covering such cases. It is the "mineral disease." It indicates a little too much lead in certain areas of the anatomy.

These people got fired because they had poor health, poor personalities, and bad dispositions. They got fired because they "talked too much," were careless, unreliable, untidy, and intemperate.

IMMORALITY CAUSES FAILURE

One of the outstanding reasons for vocational failure is *immorality*. There is an astounding coefficient of correlation between basic morality and long time vocational success. A large proportion of the failures that occur in industry, business, and the professions are due to a basic breakdown of character. One can make an informal study in this regard by simply noting the newspapers for a few days. It is striking how frequently careers end in failure for reasons that have nothing to do whatever with the skill required.

Another current reason for vocational failure is found in the word *disloyalty*. The people involved simply do not have an old-fashioned virtue which makes them fundamentally loyal to the organization or the institution of which they are themselves a part.

ALL SINK WHEN SHIP FOUNDERS

We are going to have to start teaching again a great fundamental truth. All those engaged in a particular enterprise are on the same boat. This means labor, management, and stockholders. They all have a common denominator, whether they realize it or not. That common denominator should be their interest in keeping the ship afloat—because they are all on it. The first interest of all should be that the ship shall not sink. After that they can have their arguments about who will be captain, who will be first mate, what the "fringe benefits" will be, etc.

We are going to have again to start teaching a vital fact about a ship—that is, *you can't sink half of one of them*. You can't sink the officers

and let the crew continue on as though nothing had happened. You can't sink the crew, and let the officers continue to cruise undisturbed. You can't sink labor and let management stay up. You can't sink management and let labor remain afloat. You can't guarantee that one-half of the ship is always going to get paid unless you can somehow guarantee that the other half of the ship will always have the money to pay.

Do you remember the story of the two Irishmen who were on shipboard? One rushed up to the other and shouted, "The ship is sinking!" The other one said, "Let 'er go. She ain't ours!" We must teach people again that you can't just "let 'er go" while you are on board.

"THE WHOLE MAN GOES TO WORK"

The same general rules that apply to vocations, also apply to business and the professions. It is astounding how frequently the failures have little or no relationship to the skills involved. I have said nothing that should be construed to mean that you can substitute something for skill. There is simply no substitute for knowing your business. Skill is not something that can be substituted for, but it must be supplemented by the human qualities.

We say in vocational education, "It is the whole man that goes to work." You can't send the skills down to the job in a bucket. They must be delivered to the job, and they must be kept on the job. The balance of the individual's character and personality constitute his vehicle for delivering his ability and skills. If he has an unworthy vehicle for delivering the skills, then for all practical purposes he might as well not possess them.

All of this adds up to a statement that is so homely that one could easily overlook the fact that it is scientific. The statement is: When the Rule Book is working—and the Rule Book is working now—a man cannot simply decide that he will be a good business man, a good professional man, a good tradesman, a good salesman, a good foreman, or a good workman. He must decide that he will be a good man. He must be a good man in general before he can be a good man in particular over a period of years.

To be a good man in general, one must possess an honest respect for the dignity of

human personality that makes fairness, consideration, and good manners almost automatic with him. He must refuse to be defeated by the barbs of those who may not be doing as well as he is. If he stops to fight back at such people, he will not be ahead of them any more.

"RULE BOOK" STILL APPLIES

Finally, the man who succeeds over a long period of time must always remember that all work is done to serve a human need. Under the free enterprise system, we call those people "successes" who serve the other people better than the competition.

Essentially that is all there ever was to the free enterprise system. It is a philosophy based upon the eternal truth given us by the Greatest Man that every lived. He said to His followers, "He who would be chief among you must be the servant of all."

I am glad the whole free enterprise system is based upon a truth so everlasting as that. I am glad that is the rule. I am glad the Rule Book is working. It is all any red blooded American ever had a right to ask. I congratulate you upon the magnificent opportunity you have to serve other people better, and in so doing, you yourselves succeed.

It is a quite common finding in recent morale studies to see that, among the things that are important at work, wages rank eighth or ninth. . . . We would be very much mistaken if we took this to mean that wages are, in fact, not particularly important to the employee. In a period of relative security they are taken for granted. They are an essential, but they are assumed, so they are not mentioned. . . . However, if wages or the security of employment were threatened, the physical needs would quickly crowd to the head of the list, in a position commensurate with their primary role in the human's make-up.

Mason Haire
in *Psychology in Management*
(McGraw-Hill)

BOOKS

HUMAN RELATIONS FOR MANAGEMENT—*The Newer Perspective*. Edited by Edward C. Bursk. Harper & Brothers, New York, 1956. 372 pages. \$5.00

This is a collection of some of the best articles which have appeared in the *Harvard Business Review* in the past five years in the field of human relations, which includes communication and administration. It is a book which tempts the reviewer to parade superlatives. I don't know when I've enjoyed one more, or come across one which I thought would appeal more to P/J readers.

Seventeen articles are included, starting off with Robert Wood Johnson, chairman of Johnson & Johnson, and ending up with Solomon Barkin of the Textile Workers of America. Mr. Johnson's article grew out of the thinking of a group of almost fifty men who are named at the end of the piece; in a way it sets the stage for what follows. Among the articles I enjoyed most are *Making Human Relations Work*, by Elizabeth and Francis Jennings, consultants in human relations; *The Fateful Process of Mr. A. Talking to Mr. B.*, by Wendell Johnson of the University of Iowa; and *A Story of Executive Relationships*, by John Perry and Robert Ware Straus, consultants with different firms. The last-named is forty pages in length; a number of the chapters are shorter. The table of contents lists four articles under *General*, three each under *Communication*, *Administration*, and *Supervision*, and four under *Personnel Relations*.

Mr. Bursk, who is editor of the *Harvard Business Review*, contributes a short introduction in which he points out: "The practice of good human relations cannot just be learned; no knowledge in the head will ever make up for lack of feeling in the

heart. In this respect, human relations is a lot like low-pressure selling. The salesman wants his prospect to buy; he sets out with that specific intention. But he is most effective when he proceeds in the spirit of being concerned with the prospect's problems. And the significant thing is that the approach falls flat when it is insincere; people are quick to sense insincerity."

Perhaps that tells as much about the book as any short passage which could be quoted. Don't look here for "techniques" and "gimmicks"; the book is about the spirit which is the foundation of successful personnel administration.

H. M. T.

THE PSYCHOLOGY OF OCCUPATIONS. By A. Roe. John Wiley & Sons, Inc., New York, 1956. 322 pages. \$6.75

The author classifies occupations by a psychological relationship rather than the commonly used Dictionary of Occupational Titles. Eight groups have been set up according to the primary focus of activity in each group. Each group is further divided into eight or less levels. The level indicates the degree of responsibility involved in the occupation. The categories selected are *service, business contact, organization, technology, outdoor, general cultural and arts and entertainment*.

As a basis for the psychology of occupations the author accepts Maslow's arrangement of basic needs in a hierarchy of prepotency. In our culture, Roe points out, one's social and economic status depend upon one's occupation. Since a great amount of a person's time is spent at work, it is essential that the occupation be a source of satisfaction. Ego involvement results in increased drive and performance.

The socioeconomic inheritance has an effect upon the occupations that are open or attractive to an individual. While the situation appears to be improving, occupations open to minority groups are limited. However, opposition to persons from minority groups tends to decrease in relation to contact with them.

Interests change with age but they become relatively stabilized in post-adolescence. They are related to abilities but appear more closely associated with attitudes. The worker strives for identical and specific satisfactions in his occupation which were denied him in his early life. The well-adjusted person tends to get out of uncongenial circumstances, or accepts them and finds interests and satisfactions elsewhere.

The author reports studies with projective techniques on successful persons in various fields and shows differences between the personality dynamics in persons in different areas of the same field. She raises questions which deserve greater attention. If the origin of interests can be better understood, a better theory of vocational choices can be evolved, she believes.

Roe has presented an interesting collection of studies of persons in various groups of occupations. She has also given the guidance counselor much food for thought about the interplay of various factors which determine the success to be attained, and the satisfaction to be realized by an individual from an occupation. The experienced counselor may be acquainted with many of the studies covered in this book, but their categorized arrangement should increase their value as a guidance reference.

EUGENE BURROUGHS
Atlantic Refining Co.

PSYCHOLOGY IN MANAGEMENT. By Mason Haire. McGraw-Hill Book Company, New York, 1956. 212 pages. \$4.75

"One of the chief reasons why people shy away from a straightforward examina-

tion of their human-relations techniques," says the author in his preface, "is that, to a much greater extent than is true of other fields of technical specialization, every man is his own psychologist. Life is such that we all of us have come to some conclusions about what kind of motives make people work and about how to deal with them."

That explains what must have been the writer's purpose in this book: since all of us are amateur psychologists and must remain so in the very nature of things, he aims to make us more effective where psychology enters into our daily work. He "discusses behavior that underlies specific industrial problems" and "covers motivation, learning, perception, attitudes, communication, leadership, training, productivity, and organization"—a tall order.

The book is in lay language with a minimum of psychological jargon. For example, in talking of the importance of participation Mr. Haire warns: "It should be added, however, that it must be a real participation and not a sham. In many cases superiors invite participation only after they know the answer, with the idea that it would be good for the men to 'have a feeling' of participating. Nothing is more apt to be sensed by the participant than the fact that he isn't taken seriously and that his participation is not real. It is apt to produce a great deal more of a liability for him to feel duped than it would have to be left unconsulted."

If you can get the Chief to read this book he will understand a good deal better than before what you are trying to do in your training and other programs, why you are trying to do it, and the way you are going about it. Mr. Haire has worked with many companies and with the U.S. Air Force as a consultant, both individually and as a member of consulting firms. He is Associate Professor of Psychology and member of the Institute of Industrial Relations at the University of California.

H. M. T.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

ADVANTAGES OF THE MULTIPLE CUT-OFF METHOD. By Beatrice J. Dvorak, U.S. Department of Labor. *Personnel Psychology*, Vol. 9, No. 1, Spring, 1956, 45-47.

This is a very short article but it deserves special attention because of the important point that it makes. It tells why the U.S. Employment Service uses the multiple cut-off method for occupational norms on test batteries. A minimum score is established on each significant aptitude. The author gives as an example the norms for Dentist:

Intelligence	120
Spatial aptitude	115
Form perception	100
Finger Dexterity	90

The total weighted score such as would be derived by a multiple correlation technique is not used at all. This weighted score was abandoned several years ago because what seemed to be important abilities on a certain job were often omitted from the composite. The explanation seemed to be that the workers who did not have this ability did not survive on the job and left a very homogeneous group. Because the range was restricted on this ability the correlation between the test scores and the criterion would be low.

If a certain ability, like finger dexterity, was crucial for a job, workers without a certain amount of it would not survive. It does not follow, however, that increased finger dexterity would go along with more production on the job. Using multiple regression weights permits the possession of other abilities to make up for a low amount of a crucial ability. An employer may not be satisfied with an awkward worker in a certain job, even if he has other compensating abilities. Therefore the U.S.

Employment Service has decided to use the multiple cut-off method which does not permit some abilities to compensate for others which are crucial to a given job.

An Evaluation of Two Approaches to Discipline in Industry. By Norman R. F. Maier and Lee E. Danielson, University of Michigan. *The Journal of Applied Psychology*, Vol. 40, No. 5, October 1956, 319-323.

The two approaches to discipline discussed in this article may be described as "judicial" and "human relations." The judicial approach considers the rightness and wrongness of an act, and the emphasis is on the rules and the pre-determined penalties or punishments. The human relations approach is interested in solving the problem, and the supervisor is trying to find out how he can encourage the worker to perform in a desirable manner.

A role-playing case was used to determine how supervisors behave in a situation involving a disciplinary problem. The case study used for role playing was called the "No Smoking" problem. There were three roles involved: the foreman, the union steward and the worker. The subjects were told that the foreman had just laid off the worker for a period of three days for violating the company smoking rule. It was the objective of the steward to get the foreman to reverse his decision, and it was the discussion between the foreman and the steward that was role-played. The instructions made it clear that a violation had occurred, that the worker knew he was violating a rule, and that there was a specific penalty for such violation. The worker felt that he could not afford the lay-off. The steward felt that the worker was in general conscientious and that he probably smoked fewer smokes than other workers.

The study was carried out during the Foremen's Conference at the University of Michigan. Over 500 supervisors from a wide variety of industries and different levels of management took part in the role-playing of this case. There were 172 groups of three men each who played the roles described above for 20 minutes and then discussed and evaluated the outcomes, which may be classified as follows:

No decision	23	13%
Full lay-off	60	35%
Adjustment	89	52%
	172	

All three participants also expressed their degree of satisfaction with the outcomes. Satisfaction was greatest for adjusted solutions and least for cases in which no decision is reached.

This is a very interestingly written article and it stresses the fact that the human relations approach is the more successful. Rules tend to hamper the supervisor and place him in the awkward position of either showing disrespect for management or disregard for the feeling of his men. New ways of discipline must be sought and foremen must be encouraged to use, and trained to use, human relations skills. Positive motivation is not created by enforcing rules.

Tests and Performance in a Sales Organization.
By Donald E. Baier and Robert D. Dugan,
Commonwealth Life Insurance Co., Louisville, Kentucky. *Personnel Psychology*, Vol. 9, No. 1, Spring 1956, 17-26.

The subjects in this study were 42 managers, 126 assistant managers, and 596 agents in a life insurance company. The problem was to determine the relationship between a short mental ability test (Wesman Personnel Classification), a test of knowledge about life insurance, and performance in life insurance sales and service work. This performance was measured in three ways: production records, ratings, and job levels. The object was to find out

whether the tests differentiated among the three job levels. Do men in the most responsible positions have higher test scores?

Detailed tables are presented to show the relation between the Wesman PCT and the Information Index and the different criteria for each of the three job levels. In general, the correlations are low and not statistically significant.

The Wesman test showed no consistent positive relation to performance records within the job-level samples. However, it did differentiate between managers and agents. Perhaps the managers were selected partly because they were brighter men, even though they perform no better as managers because they are brighter. This finding is in harmony with previous research indicating little relation between mental tests and sales performance in a number of different situations. The authors were more surprised to find so little relation between a test of life insurance knowledge and sales performance.

A possible explanation is that the effect of knowledge of life insurance methods and mental ability on sales success is obscured by other variables. In this particular company, local market conditions, the enthusiasm and drive of the agent, and other such variables may be the determining factors in producing sales.

"When the behaviorists say that the way to find out what the man is really doing is by watching his behavior, I should add to that: Be sure to remember that his behavior always includes, (1) what he is doing, (2) what he thinks he is doing, (3) what he says he is doing. In the study of group behavior we have many interesting examples of occasions where all these three enter vitally into the situation."

M. P. Follett in "Creative Experience"
(Longmans, Green and Co. 1924, 1930)

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES heard Dr. Michael T. Wermel at the September meeting. Dr. Wermel, who is research director of the benefits and insurance research center at California Tech, touched on some of the high points of supplemental unemployment benefit plans in his talk, "ABC's of SUB." He said that while Ford Motor Company's SUB plan generally set the predominate pattern of private jobless pay plans of the insurance type integrated with state unemployment insurance systems, each company negotiating similar plans has modified the form to fit its own industrial relations and financial situation.

As distinguished from the supplemental and integrated plans of the insurance type, another kind of program providing for individual employee funds also is gaining acceptance. Currently, almost two million workers are covered by some type of unemployment insurance supplement. SUB plans in some form can be expected to persist and spread. Probably not more than one worker in eight, however, will be covered by such arrangements in the next several years.

In future negotiations labor likely will bargain for increased benefit amount and duration, dependents' allowances, liberalized eligibility requirements and, perhaps, vesting. Employer groups concerned with the unfavorable impact of the plans upon state unemployment insurance programs may introduce controlling legislation. This legislation could take the form of restricting maximum amounts of combined benefits and limiting integration of private plans with state systems to employers with positive balances in their state reserve accounts.

THE CLEVELAND PERSONNEL ASSOCIATION capitalized on the campaign atmosphere this fall to get out the vote for association elections in October. The nominating committee presented a complete slate, with two candidates for each office (something rather unusual for most such organizations). The announcement for the meeting predicted that "with every campaign manager and candidate hard at work adding the final polish to their skits, this year's election meeting should reach an all time high (or low) in down-to-earth humor." As usual, the election festivities were preceded by a clambake with all the trimmings.

Strictly Personnel, the Association bulletin, takes a look at the record for the year, in a recent issue. Other associations may like to compare their activities, problems, achievements, and finances with those of the Cleveland association. The bulletin reports that the vice president and his program committee came up with a series of diversified programs, including a Ladies Night Out, the field trip through Nela Park and the annual golf outing held at a nearby country club. Membership-wise, CPA had a banner year. Secretary Bud Day and his membership committee approved the applications of 36 new members to bring the total to an all-time high of 168 members. In addition, the membership committee designed a new application form, assisted in a new-type membership roster, inaugurated a membership register book and initiated the practice of having prospective members as guests at the regular meetings.

The treasurer reported that the year started with \$1,779.39 and after covering all expenses showed a balance at the end of

the year of \$1,904.51. One of the major achievements of President Bob Edwards was the constitutional change which enables one-third of the members to constitute a quorum for business purposes. Under general chairman Erling S. Hellekson, the 1956 Northern Ohio Personnel and Executive Conference was an informative as well as a financial success. To better serve members, a membership Service Committee was appointed to conduct surveys or arrange other activities desired by the membership.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION published an article in the October *NYPMA Bulletin* titled "Human Relations Do Work." The article was a digest of a talk given by Harrison F. Dunning, vice president of Scott Paper Company. Dunning suggests that supervision should be based on the art of persuasion, and recommends specifically that supervisors 1) ask questions instead of making statements all the time. Instead of "move those cases to that other corner"—say "do you think it would be a good idea if we put these cases out of the way?"

2) Listen. Just listen to your people no matter how pressed you are. For golden ideas can come from the listening. And from the human relations viewpoint, the man on the tedious, monotonous job thinks *his* idea is of tremendous importance.

3) Explain "Why" and the reasons behind the "why" when you have to give firm instructions; explain a new policy or change in operating instructions previously given. The man who understands not only *what* you want him to do, but *why* you want him to do it, and the reasons behind the *why*—that man, through understanding, feels more important, sees good reason for doing it, is cooperative, effective, enthusiastic and does a good job.

4) Praise or criticize—honestly and constructively. If there's one great unsatisfied desire among industrial and office workers it's the desire to know "how they're doing," "where they stand," "what the boss honestly thinks of them." Yet most supervisors are literally afraid to tell the truth about a man's weaknesses, and because they won't do that, fail to praise his strengths, lest he get the idea he's pretty good.

Attending the Conferences and Courses

THE NATIONAL MANAGEMENT ASSOCIATION held one of its six annual week-long "management unity" seminars the week of October 15 with a doubling of its enrollment capacity. Marion N. Kershner, executive vice president, said the 64th seminar which was held in Dayton, Ohio, had 50 students enrolled instead of the previous maximum of 25. Kershner said the seminars have attracted nearly 2,000 members of management since the beginning of the program in 1946. Students from companies in 33 states, Canada, and Puerto Rico have attended the sessions designed to give supervisory personnel a foundation on which to build management careers. Director of the seminar series is Dr. William Levy, NMA

manager of education and research. Besides the NMA executive staff, speakers participating in the seminars are: Harry P. Jeffrey, president of the Dayton Chamber of Commerce, an attorney and former U.S. Congressman; William F. Johnston, training director, Armco Steel Corp., Middletown, Ohio; Rev. Larman Sherwood, Dayton; Fred Smith, president, Fred Smith and Associates, management consultants, Cincinnati; William Landis, Chrysler Corporation, employment and employee service director, Detroit; Richard A. Will, assistant director of industrial relations, National Cash Register Company, Dayton; Ray Quinn, labor relations supervisor, Delco Products division, General Motors Corp.,

Dayton; Herbert Dimmick, general foreman, Westinghouse Electric Corp., Lima; Thomas Heginbotham, chief colorist, Cincinnati Chemical Corp., Cincinnati; Roi Baugher, senior layout man, Delco Radio division, General Motors Corp., Kokomo, Indiana; and Cloyd Steinmetz, sales training director, Reynolds Metals Company, Louisville, Kentucky.

AN INSIGHT INTO MANAGEMENT'S VIEW-POINT on the importance of sound salary administration highlighted the luncheon address of Louis W. Niggeman, Fireman's Fund Insurance Group territorial vice president, before the Insurance Industry's first Salary Administration Workshop held in September by the San Francisco Insurance Personnel Management Association. Niggeman, who with other leaders appeared on the day-long workshop, stressed the "two rules for the road" which are requisite to intelligent and workable salary administration success. "Once management has arrived at the principles and policies that are to govern its salary management," he told the insurance personnel audience, "then you as experts in the field must be left alone to establish and work out the administrative details involved." The first rule of the road, Niggeman said, is that "to function properly the trained personnel administrator must be spared from the meddling tactics of the ex-officio personnel expert. If management fails to protect him from this interference, it must ultimately admit to failure in the managerial aspects of its industrial relations."

Niggeman said the second rule of the road to sound salary administration practices applies to personnel people themselves. "I would caution you never to forget the human elements involved in your tasks. Don't allow yourself to become lost in the mechanics of salary administration . . . to the point where your activities are reduced to a mere mathematical science. When and if that should happen, management will

have lost its most important association with its people—the association created through your sincere personal interest and your personal desire to help them in their everyday, human problems." Niggeman stressed the vital link between efficient operating costs and the sound administration of salary programs, particularly in regard to the high cost of employee turnover and the building and maintaining of employee loyalty and efficiency.

PERSONNEL MANAGERS FROM THE MIDWEST AREA met recently in Madison, Wisconsin, to attend a two-day institute on how to develop supervisors. In one of the top sessions of the conference, sponsored by the University of Wisconsin Industrial Management Institute, the men learned how to get more participation out of the persons who surround the conference table. Here's what they found; 1) A well-qualified conference leader is indispensable for a good conference. The man must know why the group is meeting, what are the pertinent topics to be discussed, and most importantly, what is the goal of the particular meeting. 2) The conference group should be carefully selected with an eye to proper grouping of employee levels according to the problem at hand. There should be a reason why each individual is present, and not simply because he is of management. 3) Adequate facilities should be available. Simple tricks like arranging seating, lighting and ventilation prior to the meeting can mean the difference between a lethargic session and a live-wire conference. Any equipment and materials should be ready to be used. 4) Additional pre-conference activities that give a boost to the meeting's success include checking availability of individuals, making assignments early enough, planning type of notice with date, time, and place determined. 5) Getting active interest of top brass in the organization behind the conference.

THE SOCIETY FOR THE ADVANCEMENT OF MANAGEMENT held its 1956 annual Operations Research Conference in New York, November 29-30. Operations research is the exacting and critical application of the scientific method, by scientists and subject specialists, to the study of the basic laws governing a given operation. Its purpose is to give administrators a basis for predicting quantitatively the most effective results of an operation under given sets of variable conditions, and thereby to provide a sound basis for decision-making. The fundamentals of operations research were ex-

plained to the conference by Dr. Russell L. Ackoff, director and associate professor of the operations research group, Case Institute of Technology, Cleveland. A panel discussed the subject. Top management decision-making through operations research was the subject of another panel. Other panels considered operations research in resource allocation, and operations research in data processing. Frank F. Middleswart, director management engineering, E. I. du Pont de Nemours & Co., spoke on management in the electronic age at the second luncheon meeting.

What's New in Publications

A CODE OF BEHAVIOR for executives of business, government, labor and education is proposed by Lawrence A. Appley, president of the American Management Association, in an article in the October issue of the association's monthly newsletter *Management News*. "Ten Commandments of Management," based on management research and experience, are suggested. All but two of these commandments directly involve human beings.

Much is being done, Appley notes, in research, study and analysis to identify appropriate management knowledge and experience, codify it, and make it generally available. "Probably never in all history has so much effort been spent at one time to put knowledge in acceptable form as is now being exerted in the field of management."

Any summary of the most significant principles that have emerged from this study, Mr. Appley says, must be colored by the thinking and evaluation of the individual doing the summarizing. To Appley, the following seem to be the ten most important commandments for people who are engaged in leadership responsibilities: 1) Identify the people of an organization as its greatest asset. 2) Make profit in order to continue rendering service. 3) Approach every task in an organized, conscious man-

ner, so that the outcome will not be left to chance. 4) Establish definite long- and short-range objectives to insure greater accomplishment. 5) Secure full attainment of objectives through general understanding and acceptance of them by others. 6) Keep individual members of the team well adjusted by seeing that each one knows what he is supposed to do, how well he is supposed to do it, what his authority is, and what his work relationships with others should be. 7) Concentrate on individual improvement through regular review of performance and potential. 8) Provide opportunity for assistance and guidance in self-development as a fundamental of institutional growth. 9) Maintain adequate and timely incentives and rewards for increase in human effort. 10) Supply work satisfactions for those who perform the work and those who are served by it.

POLITICAL ACTIVITY is viewed by the United Auto Workers as "a natural adjunct" to collective bargaining, writes Marjorie Thines Stanley in the October *Industrial and Labor Relations Review*. Mrs. Stanley contends that the kind and direction of UAW political activity is related to the economics of the auto industry—spe-

cifically to the theory that the more money spent on autos, the higher the national income. Hence, she says, the UAW's political action is simply an attempt by the union to further job security—not a basic "change in direction" of the labor movement.

"If the merging of political activity with collective bargaining is emphasized more by the UAW than by other unions," she writes, "much of the emphasis can probably be traced to a greater political consciousness on the part of Walter Reuther."

HENRY STRAUSS AND CO., INC., COMMUNICATORS OF IDEAS, have produced for nation-wide syndication a new filmed training kit dealing with one of today's most pressing management needs . . . effective person-to-person communications. Entitled "The Communications Casebook," the kit consists of four specially prepared film sequences and a Trainer's Guide. The sequences have been adapted from "The Inner Man Steps Out" . . . a pioneering human relations motion picture produced some time ago by Henry Strauss in cooperation with the General Electric Company. Over 1000 prints of "The Inner Man" have been purchased by business, industry, government, and educational institutions for integration into their own management development programs. Purpose of the casebook is to help executives and supervisors increase their ability to gain understanding and acceptance from the people they deal with of their own actions and management's policies and practices. Through conference training sessions based on the film sequences, it is designed to stimulate the examination and solution of such concrete, day-to-day communications problems as giving orders, correcting poor performance, straightening out troublesome situations, developing the desire to accept new responsibilities, passing information up and down.

Each of the four filmed sequences deals with a separate important aspect of the

problem: Case I. "The Case of the Tuned-Out Mind"—points up the two-way nature of all communications and illustrates that a profitable exchange can only occur when both parties are interested—receptive—respectful of what each has to offer. Case II. "The Case of the Wrong Wave-Length"—shows the necessity for taking into account individual differences between the people you're communicating with. Case III. "The Case of the Chain Reaction"—demonstrates the importance of sensitivity to other peoples' emotional reactions and brings out the immediate and long-range consequences of the way an order or any other communication is transmitted down the line. Case IV. "The Case of the Silent Yell"—examines communication without words and highlights the effects of unspoken attitudes on the response of other people. The Trainers' Guide which accompanies these films contains material for conducting a one-hour session on each. It is designed to give the sequences maximum training impact through stimulating active trainee participation in guided group discussion. The Communications Casebook kit is available through Henry Strauss Distributing Corporation, 31 West 53rd Street, New York 19, and is priced at \$75.00.

"STUDY CONFERENCES SEEM TO PLAY in the contemporary scene something of the role of pilgrimages in the Middle Ages, providing for adventurous but serious-minded spirits an outlet for travel and strenuous self-improvement." The *Economist* used these words to describe a conference called by HRH the Duke of Edinburgh, which he subtitled "The Great Experiment." The conference is reviewed by Lloyd Hemsworth in the October issue of the *Canadian Personnel and Industrial Relations Journal*. The pilgrimage, says Hemsworth, was a great experiment, a bold attempt by the Duke and his Council to open the way to a study of, and eventual improvement in, the

methods of handling the human problems.

The common idea that repetitious and monotonous work was the cause of employee dissatisfaction was sharply questioned. It was observed that where the employer had shown imagination and good sense in permitting a satisfactory social relationship at work many people preferred repetitious jobs.

Sir Philip Morris, Vice Chancellor of the University of Bristol, in his summary of the Conference activities on the last day,

emphasized that relations between people engaged in an enterprise were more important than the working conditions, and added that while good conditions will grow on good relations, it is neither logical nor the product of experience that good relations will necessarily grow out of good conditions. The conference, if it did nothing else, Sir Philip thought, confirmed in everyone's mind that it is better to be a poorer society and open, than to be a closed society and rich.

Looking Over the Employee Magazines

EDUCATIONAL ASSISTANCE OFFERED BY THE COMPANY IS DESCRIBED in a clearly presented story appearing in the September *Texins*, publication of Texas Instruments Incorporated. From the manufacturing shops to engineering laboratories, from labs to administrative positions,—these are the goals set by some TIers who are studying at night under the new TI Educational Assistance Program, according to the editor. Under the program which went into effect in July, Texas Instruments will pay 90 percent of the cost of tuition, textbooks, registration and laboratory fees for any approved course of study related to work at TI. Pictures of employee-students illustrate the story. Jenetta Watson is the editor of *Texins*.

THE COMPTROLLER'S FUNCTION IS DESCRIBED in an interesting article in the September *Standard Oilier*. Illustrated with two-color drawings, and well-written, the article makes a fine impression. Picking out several employees at work on their jobs, the piece begins a series of pictures, apparently unrelated, to show that it is the work of the comptroller to correlate and interpret statistics gathered by many employees in many places. Work of the various sections is succinctly outlined in boxes, illustrated with drawings, at the top of the

article. For instance: Analytical—"If the number of family autos on the East Coast increased one-tenth, where should we get crude oil to meet the gasoline demand?" That's the kind of question comptrollers' analytical staffs handle. Varied talents are needed; the men come from all parts of the oil business." Auditing, accounting, methods research, and services are covered in a similar manner. William H. Jones is the editor.

AN EDITORIAL IN *Panorama* (Whirlpool-Seeger Corporation, St. Joseph, Michigan) is called "After Hours." It boosts employee morale effectively. Beginning, "Someone said, 'people are known by the company they keep,' " it goes on to point out that a company is known by the people it keeps, and that people are known by the company they build. Expanding the theme, the editorial continues, "The people a company keeps are those upon whom it depends to build its future. The fortunes of the company and its people are intertwined so closely that it is hard to tell where one stops and the other begins . . . In the same manner, the man who concerns himself with the future of his company will also consider the future of his community and work to build that future. Thus a thriving commu-

nity becomes as important to Whirlpool-Seeger as its own success."

The editorial concludes that a man needs to have a sense of purpose beyond getting up in the morning and living automatically through the day. He should feel that what he does has meaning to both his company and community . . . beyond the immediacy of turning a screw or contributing reluctantly to a charity drive. Al Croft and Hal Ratter make up the editorial staff of *Panorama*.

READERS ARE POLLED by means of a postcard inserted in the fall number of *Friendly Fibers*, American Rock Wool Corporation magazine. The card reads in part: For you: Once in a while the editors of *Friendly Fibers* read that part of the "Editor's Corner" that says the magazine is published for Employees of American Rock Wool Corporation, and they wonder if the magazine is serving its purpose. For this reason, you are requested to complete the other half of this card and drop it in the mailbox. You need not sign your name. Please help the editors to publish the kind of news you want.

The questions: Do you want ARWC to continue to publish *Friendly Fibers*? What news do you read regularly? All of it? Your own plant news? Feature articles? Do you take *Friendly Fibers* home for your family to read? Would you like a question and answer column? If so would you send in questions? What suggestions do you have for improving *Friendly Fibers*? Mary Clashman is the editor, and I hope she got some helpful answers.

HANDY HELPERS, OR IN OTHER WORDS, DEFINITIONS OF MARATHON MANUFACTURING TERMS are listed in a unique sort of dictionary which appears in the September-October *Maralog*. In the margins of the alphabetical list are cartoons illustrating particularly piquant examples: broke—not our bankrupt friend, but waste paper at

any phase of the manufacturing or converting operation. Broke is re-used, sometimes sold. Calender Stack—not schedules for Father Time, but a vertical stack of chilled iron rollers to smooth and equalize thickness of web of paper during manufacture. Cooking—not kitchen art, but describes process when wood chips are put into digester and cooked under pressure in liquor to make pulp. A very informative couple of pages, and a bright idea that could be used by any company to help make employees feel in the know. *Maralog* is published by the Marathon Corporation, Menasha, Wisconsin.

MORE HUMAN INTEREST is supplied by editor Glee R. Hancock in *Forward*, published by the Dayton Power and Light Company. The editorial column devoted to human interest is called Gleaning with Glee, and carries a picture of the very personable editor, that could well be called a talking likeness. Makes you feel that you're having a face to face chat with her. She keeps it very informal; "You know, when a company is expanding the way DP&L is, it is hard to keep abreast with the many changes that are taking place. Noel Austin hit the nail on the head the other day when he said, Glee, we're fairly bursting at the seams. Why, I went up on the fourth floor and hardly knew a soul . . . so many new faces." She goes on to explain changes, renovations, and moves, in a gossipy way that is most appealing. Her column should be well liked and well read.

Reality for each one is what the world looks like through his private pair of glasses, for which the lenses have been ground according to his personal environment, his past experience, and his present needs.

Harriet Ronken Lynton
in *Human Relations for Management*
(Harper)

HELP WANTED

PERSONNEL TRAINEES: A major international oil company requires Personnel Trainees for eventual overseas assignments. College graduates with two to four years general Personnel experience in policy development, wage and salary administration, benefit plans, and records administration desirable, age 25 to 30 preferred. Applicants who must be interested in overseas service should submit detailed resumes covering personal data, education, previous experience, and salary requirements to Box 475.

PERSONNEL ASSISTANT: Progressive, expanding midwestern manufacturer offers challenging opportunity to young man with minimum of two years experience in Personnel Administration and degree in psychology or related fields. Must be willing and capable of assuming responsibility for certain personnel activities, but interested in broad aspect. Must have an interest in counseling. Substantial opportunity for advancement. Normal benefits plus bonus program. Please write giving full particulars relating to academic and employment background. Reply Box 476.

PERSONNEL ASSISTANT: An excellent opportunity providing diversified personnel functions in a rapidly growing department of a leading firm in the petroleum and chemical industries. Requires college degree in Business Administration with 2 to 4 years' experience in interviewing, screening and selection of technical personnel, a knowledge of job evaluation, wage and salary administration. Some College recruitment experience desirable but not essential. Resumes in confidence. Please write complete details including salary requirements to Box 477.

POSITIONS WANTED

INDUSTRIAL AND PERSONNEL MANAGEMENT: Young family man, age 25, to be discharged from military service in January, seeks opportunity in field of personnel or labor relations. Strong secondary interest in production management. Educational background includes M.A. University of Minnesota 1954 in Industrial Relations. Opportunity to gain sound experience and potential advancement are first considera-

tions. Open to consider any relocation. Resume upon request. Reply Box 466.

ENGINEERING PERSONNEL AND LABOR RELATIONS: Mechanical Engineer, age 33, married, with BS and MS in Mechanical Engineering, is familiar with labor law, has six years varied experience in engineering department of large West Coast airframe manufacturer, desires position in Labor Relations, Wage and Salary Administration, or Personnel Management which will utilize combined background of engineering experience AND 3 years in management, negotiations, and contract administration for large technical employees association. Active in technical and professional societies. Interested in motivation and utilization of technical employees. Position must be with a progressive management. Present salary \$8,100. Reply Box 470.

INDUSTRIAL RELATIONS: Young man 25, single, veteran, seeks an opportunity in Industrial Relations. Have light experience in the construction field. Education includes an M.B.A. from Graduate School of Business, New York University in January 1957. Degree was obtained through night school. Looking for the position that will give experience and the possibility of advancement. Travel or relocation no barrier. Reply Box 478.

PERSONNEL ADMINISTRATOR: Now top-level in small Company, prior wide staff experience in multi-plant, mfg., retail, wholesale operation. Experienced 17 yrs.—developing, directing all personnel functions. Emphasis on Union relations; wage-salary administration. Record of steady advancement; now seek more. B.A. degree; professional training. Age 42, present earnings in low five figure area. For detailed resume, write Box 479.

COMMUNITY RELATIONS—EMPLOYEE SERVICES: Degree plus 20 years experience in public relations, employee services, community services and relations, communications and publications. Age 43. Desire change to job with a future and preferably connection with expanding industry in western U. S. Present salary \$5200. plus bonus as Advertising manager for small daily newspaper. Resume upon request. Reply Box 480.

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.

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JOURNAL



February, 1957

Volume 35 Number 9

Personnel Man in Key Spot
So Long as "People Make Profits"

McCoy C. Campbell

How West Point Develops Leaders

Patrick Kimball

Employee Opinion Surveys:
Making and Using Them

Guy B. Arthur, Jr.

Competing for Today's Physicists

William G. Torpey

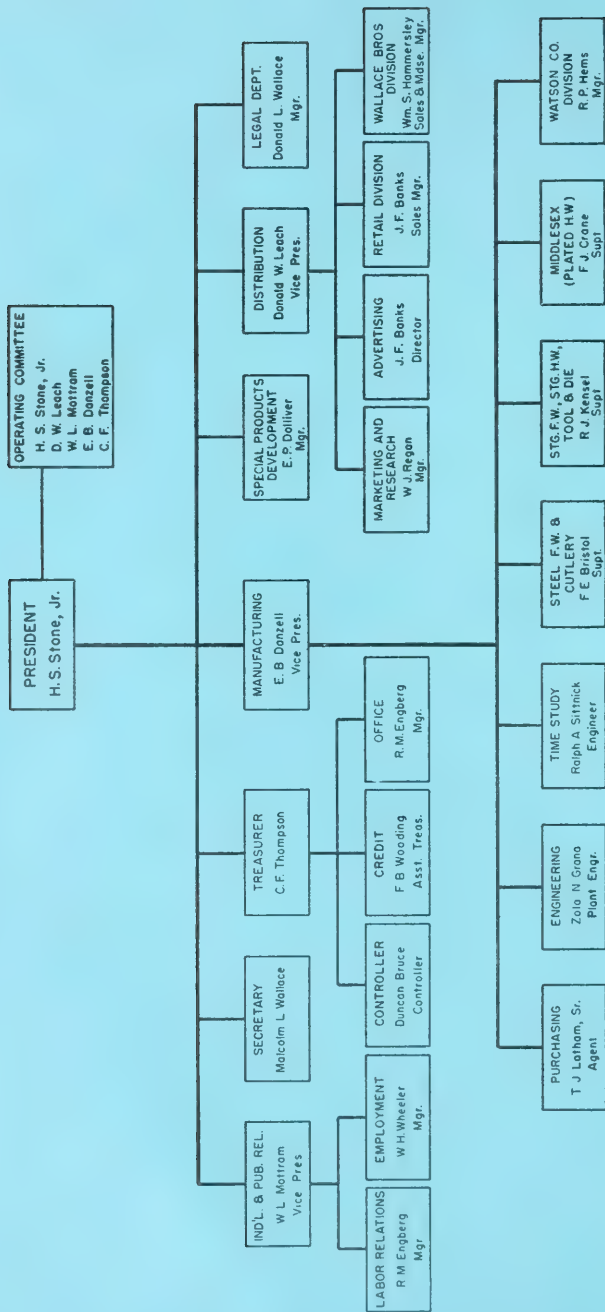
Industrial Relations Directors:
An Annotated Bibliography

D. E. McFarland

Speaking of Women in Business

Wilbert E. Scheer

On Other Magazine Menus



This chart shows the top management organization of Wallace Silversmiths, Inc. (formerly R. Wallace & Sons Manufacturing Co.) Wallingford, Conn., as of September 1, 1955. Some changes have been made in personnel and details, but the organization remains essentially the same. With reference to our continuing articles on Personnel's status, note that Industrial and Public Relations Director Mottram is one of three vice presidents who, with the president and treasurer, make up the company's Operating Committee. Personnel men hold equally influential positions in a number of other companies. See story on page 344.

PERSONNEL Journal

The Magazine of
LABOR RELATIONS AND PERSONNEL PRACTICES
Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

Number 9

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

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Conference Calendar

FEBRUARY

- 21-22-23 West Lafayette, Ind. Purdue Univ. Memorial Union Bldg.
Purdue University. 7th Annual Industrial Music Workshop. Albert P. Stewart, Director of Musical Organizations, Purdue University, Lafayette, Ind.

MARCH

- 11-15 Hollywood, Fla. Hollywood Beach Hotel
National Association of Manufacturers. Institute on Industrial Relations, Sybil S. Patterson, Associate Director, Ind. Rel. Div., NAM, 2 E. 48th Street, New York 17, N. Y.
- 28 San Francisco, Calif. Sheraton-Palace
National Industrial Conference Board, Inc. General Session. NICB, 460 Park Ave., New York 22, N. Y.
- 20 New Haven, Conn. Yale University, Strathcona Hall
Connecticut Personnel Association. Annual Conference. G. W. Keeler, President, CPA, % The American Brass Co., Waterbury 20, Conn.
(Note corrected date for this conference)

APRIL

- 1-2-3 Colorado Springs, Colo. Broadmoor Hotel
Newspaper Personnel Relations Association. Ninth Annual Conference. Warren G. Wheeler, Jr., % South Bend Tribune, South Bend, Ind.
- 9-10 Minneapolis, Minn. University of Minnesota
University of Minnesota. 15th Annual Industrial Relations Conference. Univ. of Minnesota, Herbert G. Heneman, Jr. Industrial Relations Center, Minneapolis 14, Minn.
- 15-18 Detroit, Mich. Statler Hotel
American Personnel & Guidance Association Inc. Annual Conference. American Personnel & Guidance Assn. Inc., 1534 "O" Street, N.W. Washington 5, D. C.
- 16-17 Berkeley, Calif. Claremont Hotel
California Personnel Management Association. 37th Pacific Coast Management Conference. California Personnel Mgt. Assn. Fifth Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley 4, Calif.
- 18-19 Nashville, Tenn. Hermitage Hotel
The University of Tennessee. 20th Annual Tennessee Industrial Personnel Conference. Mr. Roy F. Center, Jr. Coordinator of Conferences, 101 Perkins Hall, University of Tennessee, Knoxville, Tenn.

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

IN THE COURSE OF MY ANNUAL CALIFORNIA VISIT last October—I am getting in two or three a year nowadays!—I had the pleasure of a luncheon visit with Guy Wadsworth. Guy, you will remember, is a former career personnel man who became president of his company. I was discussing with him what he considers his main problems and he thought perhaps there were two that stand above others. One of these is the problem of the long range supply of gas, since his is a gas distribution company. The other is people.

He commented that he will not tolerate any "gravel" among the executive group. By that, he means that relations have to be amicable and effective. He has not hesitated to make important moves where human relations were not good. He believes that a substantial experience in personnel is ideal training for the top job, provided a man has all the other things that it takes. I was also interested to hear him say that he makes extensive and continuous use of consultants in the review of operations. They are constantly turning up "hardened arteries" that are the result of people doing the same thing year after year, without giving thought to its ultimate efficiency. A visit with Guy Wadsworth is always stimulating.

A CANADIAN FRIEND POSES A QUESTION to which I am sure there is no one right answer; I replied that I would ask *Personnel Journal* readers for solutions out of their experience, and will be happy to pass along your answers. The problem concerns employees' outside activities. The specific questions: "What should be the company ruling regarding those who take jobs in the evenings or over weekends for a little extra cash? What social and welfare activities should occupy our employees' free time, and to what extent? To what extent can an em-

ployer restrain these activities (both social and outside work) without overpassing his rights as an employer?" What's *your* answer?

New fringe benefit?—Industrial Relations News reports that workers in a petroleum refinery in Great Britain are asking for "lonely money" to compensate for the fact that, with automation, they have too little contact with fellow workers!

MANY EXCELLENT TESTS HAVE BEEN CREATED and published by The Psychological Corporation. Recently they sent me a revised manual for their Stenographic Test, which is administered by means of a record. This is a very skillful piece of work; it introduces one element of uniformity, the lack of which is sometimes troublesome in administering shorthand tests—that is the voice.

When shorthand tests are given by different people with different kinds of voices and with varying clarity of enunciation, that introduces a variable which the phonograph test eliminates. The recorded test also makes it possible to put the applicant in a room by herself and allow her to complete the entire test without any personal attention. While this has some advantages, it also has some slight disadvantages; one of them being that it requires a closed room, free from interruption. This is not available in all employment offices. Another drawback is that the test requires about 45 minutes for administration.

Over a period of many years I worked on the problem of testing for skill in shorthand and typing, and early in the game made a number of fundamental decisions. One of these was to separate typing from shorthand. My shorthand test then required no typing. It was only necessary to read back the material. In the typing test, I

eliminated spelling and the typing of tabular or corrected material, reducing the test to the simplicity of directly copying typed or printed material. This means that in the minimum time—usually less than fifteen minutes—you find out the accuracy and speed of the typist candidate. Similarly, you can tell how fast and accurate the shorthand speed is in a matter of about fifteen minutes. Each is a separate measure and eliminates any confusion as to what you are testing for.

Even more important, I learned many years ago that speed in typing depends on quickness of perception more than anything else. All efforts to prove that "finger dexterity" is an element in typing speed have failed; no one has ever proven that this is so. Arlene Blakemore, who worked under my direction for several years on test research, conducted a very careful and successful experiment which proved that there was a very high relationship between speed on several different number perception tests and eventual success in typing. If anyone is interested, I shall be glad to furnish a copy of her report which appeared as an article in *Personnel Journal* some years ago under the title "Reducing Typing Costs with Aptitude Tests".

So there are several good ways of testing stenographic skill, and if you like and can use the phonographic method this test by the Psychological Corporation will prove most satisfactory.

I SOMETIMES WONDER HOW LIKELY it is that there will be a considerable increase in the unionization of engineers. *Industrial Relations News*, a weekly newsletter published from 230 West 41st Street, New York 36, discusses a poll which they conducted recently on this subject. The survey group comprised 630 engineers—more from electrical engineering than any other group. One of the conclusions which they drew from the returns was that there is relatively little sentiment favorable to unionism. For ex-

ample, the reply to the question, "In principle, do you believe in unions for engineers?" was emphatic—with 85% answering "No!". As we go to press, a report has just been received from the National Industrial Conference Board on this subject. Titled "Unionization Among American Engineers", the 72-page report—Number 155 in the *Studies in Personnel Policy* series—is available to Board members and associates.

The President had ordered P/J subscriptions for a sizable number of his key men. Some months later the Assistant to the President-Personnel wrote: "Those in attendance at the — conference expressed their unanimous opinion that various articles in the Personnel Journal were most helpful and beneficial in stimulating thinking . . . Some of the write-ups caused them to think about angles that they had not previously considered."

EWAN CLAGUE, THE DISTINGUISHED COMMISSIONER OF LABOR STATISTICS, recently gave some interesting predictions to the members of the personnel conference at Palm Springs, California—sponsored by the Merchants and Manufacturers Association of Los Angeles. He predicted that industry was going to be forced eventually to change its somewhat inflexible policy of retiring workers at age 65. The reason will be a shortage of competent workers in the ideal ages of 25-40 years. The impact he said will be felt in the early 1960's. This, he says, will be caused by the low birth rate in the depression years of the early 1930's. During the 1940's, the birth rate was exceptionally high. This means that in a few years there will be an excess of young, untrained workers, an ample supply of older ones, but a shortage in the best working years of 25-45 years of age. He thinks that this will compel industry to retrain and re-adjust older workers and, at the same time, develop new programs for rapid training of the newcomers.

THERE ARE SIGNS THAT THE TAB FOR BENEFITS gained by labor in the settlement of the steel strike is now being passed on to the public, with more to come. I am beginning to wonder whether corporations and unions have a public responsibility beyond the amicable settlement of their own private affairs. Their ability to pass along to the public the cost of their private disputes would seem to take the matter out of that narrow area of personal differences. It begins to look as though we may be in for another period of unbalanced inflation—with those who draw fixed incomes again in danger of being ground to powder between the millstones of higher union wages and higher industrial costs.

WHEN I STARTED MY PERSONNEL CAREER, the phrase "fringe benefits" had not been invented. A very few "socialistic" companies had insurance, pension or profit sharing plans. In recent years, generally under the impulse of government legislation and union activity, there has been a steady development of "fringe benefits". As a practical matter, these really are not "fringe" benefits at all. Most of them are absolute necessities. Generally speaking, they serve to protect the worker from the hazards of life which are pretty much beyond his control. Specifically, they prevent loss of income through unemployment, sickness, disability and death. It is true that many special and fancy programs have been invented; but for the most part they are programs which cover the common hazards of life.

Unless you have figured the cost of these benefits, you may be surprised at the size to which they have grown. One of the most valuable analyses of fringe benefit costs is that which has been made a number of times by the Chamber of Commerce of the United States. In 1955 they issued a 40-page report which showed that the wage bill of \$210 billion was accompanied by fringe benefit costs of \$36 billion or an addi-

tional 17%. This is contrasted with 3% in 1929. The report shows the figures by industry, with financial institutions leading the list with 35.5% of the wage bill being spent for fringe benefits in addition to the wage bill itself. This valuable survey may be obtained from the U.S. Chamber of Commerce in Washington for \$1 per copy.

THE "BULLETIN" OF THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION is not only easy to read and pleasant to handle, but it is very well edited. It is unpretentious, being only 16 pages, 5½ by 8½ inches. It is designed for quick and easy reading—but definitely to be read. An article by Robert D. Borgeson in the November issue took my eye—"Organizational Picketing: A Chance for Effective Action." This is a careful review of the lawless situation which frequently arises when so-called organizational picketing is resorted to although the union doesn't represent the majority of the employees of the firm being picketed—and sometimes none at all.

Recently a trial examiner for NLRB ruled that a union may keep on picketing for bargaining rights, even when a majority of the employees have already voted they don't want the union to represent them, by a 28 to 1 vote. This is "mad dog" liberalism. No group of citizens has rights to the exclusion of the rest of the population. In a case of this kind, it would seem elementary common sense to rule such picketing a common nuisance; or even a cause for action for damages, and as an impairment to the well-being and peace of mind of the employees. Unions are entitled to exercise their normal rights the same as anyone else, but it is hard to see how they are entitled to special privileges of this kind which damage the interests of others.

Ned Hay

Personnel Man in Key Spot So Long as "People Make Profits"

By MCCOY C. CAMPBELL
Second Vice President—Personnel
The First National Bank of Atlanta
and an unnamed Director of Industrial Relations

THE personnel director is in a rather unique position, especially when the company has an unorganized labor force. Through careful recruitment, logical and wise placement, and effective training of properly qualified personnel, he can make a major contribution to the company profits by holding down the personnel costs while at the same time obtaining maximum efficiency in job performance.

In most organizations the personnel cost is the highest of the expense items. It is a duty of the personnel director to see that such expenses are not made carelessly and needlessly. It is important, then, that personnel people keep in mind at all times the integral part which they play in tipping the scales in favor of profit or loss. It is equally essential that management realize and recognize the key role played by this function.

Since the personnel function, at first glance, appears to be anything but an income-yielding function, there may be at times a tendency on the part of unthinking people to play down the importance of the department. But *people* make the profits by the manner in which they do their job. Without the *right* people performing the *right* jobs to the best of their abilities, profits are certain to be reduced. Since people, their placement and their training are responsibilities of the personnel function, it would appear that the function does play an important role in determination of a company's profits or losses. All of manage-

This article pretty well sums up the thought of previous writers in the series: that the size of the personnel job depends primarily on the size of the man, and secondarily on top management's attitude. The attitude, of course, may be molded or greatly influenced by the truly "big" man. Mr. Campbell emphasizes the profit importance of having the right person, well trained, in the right job. This is the fourth in a series of informal statements from leaders in our field.

ment and the personnel director should be kept constantly aware of this role.

If this is true, management must accept the personnel director as a key member of its team. Such acceptance, however, must be deserved. It should not be based on a pedestrian performance of those routine clerical duties related to personnel. Rather, the personnel director should take a clear-thinking, active part in the overall progressive planning of the institution insofar as his area of activity is concerned.

The personnel director also has a responsibility to the employees. Since the "health" of management and of employees is so strongly linked together, it is obvious that this should be true. Business is, in truth, a team project. The "togetherness" of the team is essential to any accomplish-

ment. The personnel director stands somewhat as the cement that can hold the two parts of the team together. And both parts of the team are vital organs.

It is, then, a dual and yet, a single responsibility that the personnel director must realize and shoulder willingly and effectively: to management, to employees, to the *whole*.

—McCoy C. CAMPBELL

PERSONNEL NOT A WELFARE DEPARTMENT

The director of industrial relations for a large Ohio company, who modestly asserts that he is not an expert, sends the following comments "for what they may be worth," requesting that his name be withheld.

You ask whether personnel directors have the status they deserve in the managerial line-up. My answer is "yes." But this is true of every executive, whether he be an industrial relations director or line operating manager. He is accorded the status he deserves by reason of his ability to contribute constructively to the progress of the business. If his contribution is small, his status is low. If his contribution is great, his judgment is treated with respect.

It seems to me that the status accorded a personnel director is due in part to his own stature, ability, dynamic qualities, and intellectual capacity, and, in part, to the emphasis placed on the industrial relations function by the chief executive officer. I really do not know which comes first, but I presume that the reason a personnel director in one company achieves a higher status than one in another is due to the personal qualifications of the individual. If he is a dynamic, forceful, sensible, able fellow, and understands his place in the organizational hierarchy, then he will be respected and his status ranked high. Status must be earned.

In any organizational structure where the line and staff arrangement is employed, there are bound to be some conflicts. Historically, the personnel function has been

an advisory or staff function. The line management is responsible for carrying out industrial relations policy. This authority cannot be given to both line and staff. Hence, the staff officer should not cry for more "authority" but rather adjust himself to making himself useful through the "authority of ideas."

I believe the personnel director can contribute to the profitability of his company by recommending only the adoption of those policies that are sound in fact. He should be just as cost-conscious as a line officer and advocate the adoption of benefit plans that his company can reasonably afford over a long period.

I certainly do not look upon my own position as that of an advocate for employee welfare. I do not operate a welfare department. Mine is a management function and I am charged with the responsibility of advising the management on the best course of action to pursue with respect to industrial relations policy that will be reasonable and fair to employees, within the financial ability of the company where costs are concerned, and in keeping with economic and human progress in our country.

One other point—while I have given a pretty wide latitude to members of my staff to carry out some of the functions that are a responsibility of my office, I still find that I become enmeshed in day-to-day administration while I should be devoting more time to long-range planning.

This matter of long-range planning in industrial relations becomes quite complex because of the pressures brought to bear through collective bargaining, especially industry-wide bargaining. Ofttimes, you find that your best plans for future adoption are knocked into a cocked hat because the industry in which you are engaged sets a "pattern" and you find yourself under strong pressures to "follow the pattern." Nevertheless, a personnel director should give more thought to forward planning.

How West Point Develops Leaders

By PATRICK KIMBALL

Production Engineer

Aluminum Company of America

Edgewater, New Jersey

PEOPLE often say to me that West Point graduates should have no trouble finding a job in civilian enterprise because of their training. From my experience, it's not true. Specialization in management is still the rule.

The idea of management as a profession seems not to have gained a strong position in industry, the source of scientific management, despite its growing acceptance in other activities. Not that industry does not recognize the need for good managers. On the contrary, the lack of sufficient supervisory personnel is generally recognized as one of the most critical problems in industry today.

The service academies of the United States are the only universities, to my knowledge, which specialize in training men for positions of management. They teach leadership in the armed forces, which is management in the civilian sense, and they develop leaders.

I graduated from the United States Military Academy in 1949. After graduation, I attended service and branch schools for a year before my first duty with troops. In four years, I moved through various positions to an assignment as an armored reconnaissance company commander in charge of five officers, one hundred and sixty-five enlisted men, and approximately six million dollars worth of vehicles and equipment. It was a stimulating experience.

The service academies have long subscribed to the premise that good leaders can be molded through training. The missions of the U. S. Military Academy are: "(1), To instill discipline and a high sense of

President Eisenhower when Chief of Staff brought about what the author calls "the greatest change in philosophy at the military academy since its inception in 1802." This is a first-hand account of the thinking behind that change, telling how cadets learn leadership by practicing it, how desirable traits are cultivated, how a sense of duty is inculcated. The personal story may suggest good ideas for developing company leaders.

honor; (2), To develop the powers of analysis so that the mind may reason to a logical conclusion; (3), To instruct and train the corps of cadets so that each graduate shall have the qualities and attributes essential to his progressive and continued development throughout a lifetime career as an officer in the regular army."

My purpose in writing this article is to describe briefly the ways in which West Point develops leaders. As the characteristics of leadership are as yet unmeasurable by scientific methods, I can only relate my own experiences and hope that they will prove of some value in the examination of the problem of civilian management training.

It has been said that an army officer spends half of his time learning and the other half teaching. That is accurate in that the productive work of an army when not in combat is continuous training for combat. The officer must learn tactics, logistics, and strategy and teach them to his officers and

men in the classroom and the field. Throughout his entire career, he periodically returns to service school for advanced education in military science.

LEADERS MUST BE TEACHERS

Considering that all officers are obliged to teach, the U. S. Military Academy adopted instructor training as a part of its English program. Emphasis is placed on communication of the subject to the captive listener, to achieve a defined objective. As most instruction in the army is on practical matters, demonstration and application are the most important phases of instructor training. The instructor must impart skills to a degree that the soldier will respond instinctively and correctly in extreme stress, from clearing a jammed machine gun to adjusting artillery fire.

Perhaps the most significant lesson in leadership concerns the art of communication. The cadet learns how to get through to people of varying intelligence and education, talking neither down to them nor over their heads. Closely allied to clear instruction is the ability to give clear and concise orders. Ambiguity cost Burnside the Battle of Fredericksburg and thousands of lives. His colleague, Sedgwick, said that he kept a dunce on his own staff to read every order the general wrote so there would be no danger of misinterpretation by the division commanders.

Military history is, of course, a major study at West Point, but its position in the curriculum may be surprising unless you realize that it is considered an engineering subject. The science half of the course is a solid civil engineering course, aptly called "bridges" by the cadets. Every graduate from U.S.M.A. receives a degree of bachelor of science in military engineering. West Point was the first engineering school in the U. S. and until the Mexican War it graduated officers for the Corps of Engineers only.

LEADERSHIP MAKES CAPTAINS GREAT

The academic board, which is composed entirely of academy graduates, has never been able to bring itself to the point of abandoning the engineering tradition. But the number of subjects of a liberal arts nature has increased through the years at the expense of engineering.

Future change is evident, for part of the course in military history which I received consisted of lectures on the lives of the great captains. It is becoming apparent that great captains were great leaders first. They were not necessarily great men, some were not even what we would call good men, but they succeeded in obtaining superhuman effort from their followers by inspired leadership.

The study of military history at U.S. M.A. provides a knowledge of the development of arms and armies which a regular army officer should have. But far more important, it interests cadets in what makes great leaders. The latter contribution to their education assumes more significance after graduation.

PSYCHOLOGY AND LEADERSHIP

Dwight D. Eisenhower, as chief of staff after World War II, directed the superintendent of the U.S. Military Academy to include a course in military psychology and leadership in the curriculum. He made the point that our army in wartime consists of civilians who volunteer or are drafted to defend the country. The type of leadership required to motivate the members of such an army differs considerably from the command of small regular forces in peacetime. He stated that he believed that the principles of leadership which were developed through experience in the war should properly be a subject of formal study by prospective regular officers. Further, a knowledge of human behavior would be invaluable to them in learning how to apply techniques of good leadership.

My class was the second to study military psychology and leadership at West Point. Even now, seven years later, I find it difficult to evaluate what I learned from it. My impression at the time was that whatever message the instructors were trying to put over, didn't come through to us. In retrospect, I suppose some of the failure was due to inexperience of the department. And after three years of academy discipline, I doubt that we, the students, were properly conditioned for learning a type of leadership somewhat contrary to that we had experienced.

Despite the deficiencies of the course, it was a good beginning. It represented the greatest change in philosophy at the military academy since its inception in 1802. While I was still at the academy, leadership instruction by the department was included in summer field training to introduce cadets to the subject at an earlier stage than we received it. The M.P. and L. department also began to supervise the application of their teachings by cadets in leadership positions.

EACH CADET ACTS AS LEADER

The United States Corps of Cadets is a separate military organization in the U. S. Army, consisting entirely of the brigade of twenty-four cadet companies at West Point. Cadet officers actually administrate the organization in accordance with army regulations. The purpose of having cadet officers is, of course, to give upper classmen as much experience as possible in leadership. Though permanent officers are appointed each year, positions are rotated among the first class to give each cadet an opportunity to act as a leader.

Leadership by cadet officers requires the exercise of tact and persuasion, because members of the same class consider themselves as equals. An appointment as cadet officer means nothing socially, in the classroom, or anywhere else outside the barracks and parade ground. After graduation, they

are all equal on the bottom rung of the promotion ladder.

New cadets arrive at West Point around the first of July each year and thereupon double-time through intensive army basic training until the beginning of the academic year in September. Administration and instruction of new cadets are performed solely by members of the first class. The experience which the leader-instructors receive is considered more important than the skills learned by the new cadets. Other members of the first class assist in instruction of third classmen in advanced military training. A few are sent to army camps to act as company officers in basic training companies. The positions of first classmen in summer field training provide the first intensive test of their capabilities as leaders.

LEARN TO MAKE QUICK DECISIONS

During the winter, each class receives instruction in tactics, advancing in complexity each year. After a few lectures on fundamentals, the situation method of application is used wherein actual combat situations are described with the aid of charts, sand tables, and models. Cadets are then called upon to make decisions as the combat leader as the action progresses. Besides its merit as a good instruction technique, the situation method gets cadets used to analyzing combat problems and making decisions rapidly.

The honor system at West Point has as its keystone one fundamental concept, that the word of a cadet is never questioned. The code can be stated simply: A cadet does not lie, does not cheat, does not steal. A cadet does not quibble, that is, present the impression of telling the truth when he is actually concealing or coloring the facts. It is not an easy code to live by. It is not just a feature of the disciplinary system at the military academy. It is a personal ethic which the graduate is expected to apply to his conduct throughout his lifetime, in all his actions.

DEVELOPMENT OF RESPONSIBILITY

West Point is often criticized for turning out its products from the same mold. It would be absurd to say that men like Eisenhower, MacArthur, and Ridgeway are similar yet there is something all share, a quality which is the first word of the motto of the military academy. It is, simply, "duty." There is a lot of meaning in that word. It means much more than obedience to orders. It means recognizing the right in any situation and having the courage to follow the right, no matter what the consequences appear to be. Above all, it means the acceptance of responsibility. A leader is responsible for the actions of those whom he directs, yet he must be willing to give them the freedom they need to accomplish his orders. It is the most difficult kind of responsibility.

Discipline is the core of a sense of duty. Discipline means the acceptance of direction in order to accomplish an objective in cooperation with others. A leader must first accept discipline in order to establish it among his subordinates. And a leader must be able to control himself. The disciplinary system at West Point is designed to teach self control. It is not actually harsh. It becomes progressively easier through a cadet's four years at the academy. Some time after graduation one begins to realize that the ramrod bolted on to the spine during plebe year was supposed to do more than correct posture.

DEVELOPMENT OF TEAMWORK

A leader is always sandwiched between levels of activity. He must be loyal to those he leads as well as to those he follows. His own success comes strictly from the degree of cooperation he secures from the other human beings with whom he deals, above and below. He must establish discipline in his own organization to provide a routine and prescribe proper work habits. But to obtain maximum success, he must inspire

his people to contribute their individual maximum capabilities to the work of the group. No better way has been devised, to my knowledge, than making each individual proud of his contribution and proud of the achievements of the group.

LEADERSHIP IN INDUSTRY

No one criticizes the necessity for strong leadership in the armed forces. When you are told to risk your life, you want to have confidence that the man who tells you to do so knows what he is doing. But why does there seem to be a reluctance to admit the need for strong leaders in civilian enterprise? Is it because forceful leadership sounds somewhat undemocratic?

One feature of the development of leaders at West Point I have not discussed because it so obvious. Most of its graduates turn out well because most of them were good men to start with. West Point molds good leaders; it does not manufacture them. To be a leader in civilian industry, a man must want to be a leader before training of any sort will do him any good. The position of management at all levels in industry must be dignified so that becoming a manager will be the ambition of the best entrants in the industrial world. In my opinion, establishment of management as a distinct profession must be accomplished before any thought can be given to the training of management personnel.

Men seem to be reluctant to admit a desire to be leaders. They will speak of success, prestige, higher pay, but they do not talk much of the honor or satisfaction which can result from the success of other people in their charge. Being a leader is a lonely business, at times. You can never quite reach out in full comradeship with those who take orders from you, and contact with those on an equal level is infrequent.

By far the most difficult part of leadership is the willingness to accept responsibility for the actions of others. A leader's

control of a given situation melts away as soon as he directs action. He functions directly at the planning state, in review, and in emergencies. In routine performance, only his policies and his influence guide action.

In describing the ways in which West Point develops leaders, I am not suggesting

that its methods are in any way directly transferable to the training of civilian managers. The military academy trains managers for a specialized field. Some of the results which it achieves, however, are the same characteristics which mark an effective leader in any activity. A leader must know his job, know his men, and know himself.

About the Authors

McCoy C. Campbell joined The First National Bank of Atlanta, Georgia, in 1950 as Personnel Director; in March 1954 he was named Assistant Vice President, and six months later Second Vice President—Personnel. Previously he had been associated with the Nashville Branch of the Federal Reserve Bank, with about five years out for military service, which was mainly in personnel work. Mr. Campbell graduated from Vanderbilt University in 1940. He is a member of the Atlanta Personnel Club, and President of the Georgia chapter of the American Personnel and Guidance Association.

Patrick Kimball graduated from the United States Military Academy at West Point in 1949 and served in the Army for five years in Germany and this country. "After my resignation from the regular army," he writes, "I was fortunate in finding employment with a firm which has a well-deserved reputation for promotion within the organization." The firm is Aluminum Company of America, at Edgewater, N. J., with whom he is a production engineer. Mr. Kimball is now studying for an M.S. in management engineering at New York University.

Guy B. Arthur, Jr., president of Guy Arthur and Associates, Inc., Toccoa, Georgia, is an advisor to the National Automobile Dealers and the National Tank Truck Carriers associations as well as to many corporations. Mr. Arthur is a director of the Southern Industrial Relations Conference, a panel member of the American Arbitration Association, and a member of the Industrial Relations Research Association. Earlier he had been personnel vice president for the American Thread Company, a director and vice president of the personnel division of the American Management Association. A University of Minnesota man (B.A.), Mr. Arthur has been associated in engineering or personnel capacities with nationally-known companies.

William G. Torpey is Personnel Officer at the Naval Research Laboratory, Washington, D.C., and a part-time faculty member at George Washington University's School of Government. Author of numerous articles in the fields of administration and personnel, Dr. Torpey has also had at least two books published, including "Public Personnel Management". He is Chairman of the Eastern Region of the Civil Service Assembly of the United States and Canada, and executive-secretary of PORDA—Personnel Officers of Research and Development Agencies. Dr. Torpey says he brings *Personnel Journal* to the attention of his graduate students.

Dalton Edward McFarland is Associate Professor of Management, and Associate Director, Labor and Industrial Relations Center, at Michigan State University, where he is in charge of Personnel Management Program Service. A management consultant on human relations, personnel and labor relations, he is currently studying the human and organizational relationships of the industrial relations director to other company executives; is interested also in leadership processes in union locals. Dr. McFarland has a Ph.D. in human relations and industrial relations from Cornell; other degrees from the Western Michigan College of Education and the University of Chicago. As a teacher, he transferred from Cornell to MSU in 1952.

Wilbert E. Scheer, personnel director for Blue Cross-Blue Shield in Chicago, is also active in the Office Management Association of that city. A member of a number of other organizations, he is much in demand as a speaker and writer. Mr. Scheer derives satisfaction from service to his home and state community; one example is his association with the Private Business Schools State Board to which he was appointed by the Governor of Illinois.

Employee Opinion Surveys: Making and Using Them

By GUY B. ARTHUR, JR.

President, Guy Arthur and Associates, Inc.
Toccoa, Georgia

EMPLOYEE opinion surveys are excellent tools for determining training needs. But their results are often used in a negative rather than a positive way.

They are excellent tools for determining training needs because the results can clearly point out how good each supervisor is as a leader. Furthermore, they can show where each supervisor is doing a good job and where his performance can be improved. For example, if a majority of employees in a department think that some employees do not do their share of the work—the supervisor apparently is not running a “tight ship”. If a majority of the employees say their boss is not a good listener—the supervisor is not getting the information and suggestions he should be acquiring from his people. If too many employees feel that their boss does not give clear instructions or explanations—that might account for a high number of mistakes in that department.

Many examples could be given. The front of a typical employee opinion survey questionnaire is shown on the next page. As you note, this is not primarily a morale survey; but rather, from the opinions of his workers, a determination of how well a supervisor is doing his job. This is important because there is a proven relationship between productivity and the way a supervisor leads his people, while there has been no proof that there is a correlation between high morale and productivity. See the reports of the University of Michigan's Institute for Social Research, or the findings

An employee opinion survey is good only to the extent to which you can put your findings to constructive use. One such use is in training supervisors in those specific directions in which the survey shows they need help. The author describes his method of having each supervisor tell the others how he scored above average in a certain respect. Discussion and role playing help change attitudes and behavior.

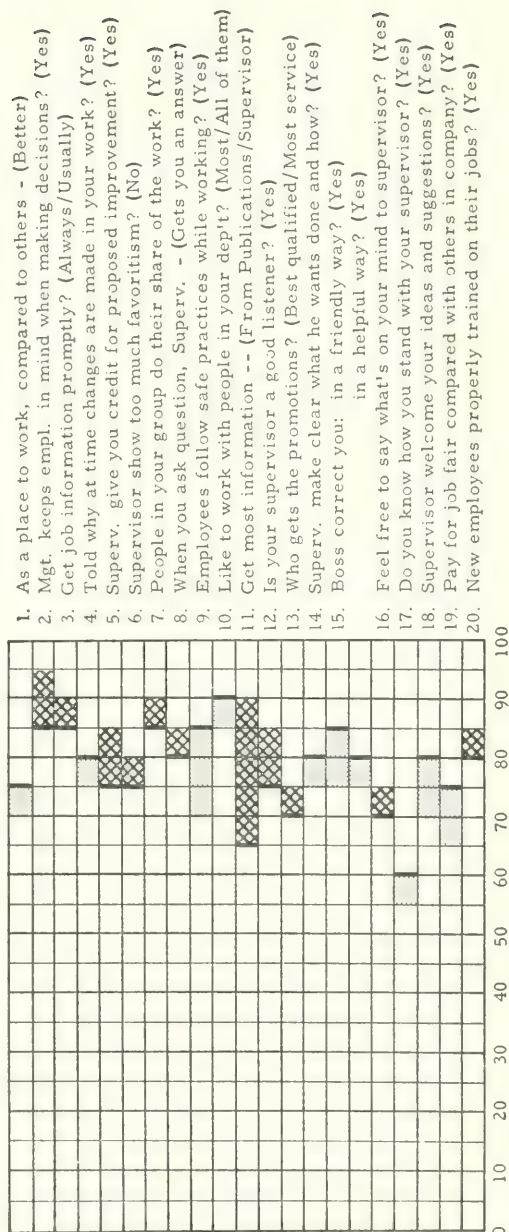
of Professors Brayfield and Crockett of Kansas State College in *Personnel*, January, 1956.

If the aim of training is to improve performance, production, quality or effectiveness, we must try to fill that need and not permit our ethereal meanderings to detour us. Too much supervisory training has been based upon theoretical dreams or the views of training men who have had no opportunity to learn the real needs. This is bad enough, but most of these programs have not changed the behavior of supervisors as proven by “before and after” opinion surveys. Such ineffectual programs have been a tragic waste of time and money when carried on year after year without any evidence that they were changing supervisory behavior and in turn increasing output per man-hour or quality of product.

Some companies have used employee opinion surveys to determine whether their

This chart shows the percentage of favorable response on each question for all employees within a Company. These percentages are shown by a heavy line running vertically for each question. Group "A" employees are then charted against the Company-wide percentages.

Where the percentage of favorable responses for the group being charted is less than the Company-wide percentage, the difference is shown by a dotted bar (). For example, in line 1 below, the Company-wide percentage is 75 % and the Group "A" response for this question is 70 %. Where the percentage of favorable responses for the group being charted is more than the Company-wide percentage, the difference is shown by a cross-hatched bar ().



Group _____
 Superimposed: _____ Group "A"
 Compared to all Employees

Percentages of Favorable Responses

EMPLOYEE OPINION SURVEY QUESTIONNAIRE

Please check the department you work in: <input type="checkbox"/> Production <input type="checkbox"/> Technical Dep't. <input type="checkbox"/> Engineering <input type="checkbox"/> Industrial Relations <input type="checkbox"/> Accounting <input type="checkbox"/> Purchasing <input type="checkbox"/> Services <input type="checkbox"/> Research	9. Do the employees in your department follow safe practices while working? <input type="checkbox"/> No <input type="checkbox"/> Yes 10. Do you like to work with the people in your department? <input type="checkbox"/> Most of them <input type="checkbox"/> All of them <input type="checkbox"/> Some of them <input type="checkbox"/> None of them
How long have you worked for this Company? <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 - 2 years <input type="checkbox"/> 2 - 3 years <input type="checkbox"/> Over 3 years	11. How do you get most of your information about what is going on here? <input type="checkbox"/> By the grape-vine <input type="checkbox"/> Publications <input type="checkbox"/> Supervisor 12. Is your immediate supervisor a good listener? <input type="checkbox"/> Yes <input type="checkbox"/> No
1. Compared to other companies, what do you think about this Company as a place to work -- Is it: <input type="checkbox"/> Better <input type="checkbox"/> About the same <input type="checkbox"/> Not as good	13. Who gets the promotions in this Company? <input type="checkbox"/> The best qualified <input type="checkbox"/> One with most service <input type="checkbox"/> The best politician <input type="checkbox"/> The boss' friend
2. Do you think Management keeps employees in mind when making decisions that will affect them? <input type="checkbox"/> Yes <input type="checkbox"/> No	14. Does your immediate supervisor make clear what he wants done and how he wants it done? <input type="checkbox"/> No <input type="checkbox"/> Yes
3. Do you get information promptly which helps you do your job? <input type="checkbox"/> Always <input type="checkbox"/> Usually <input type="checkbox"/> At times <input type="checkbox"/> Never	15. Does your boss correct you: a. in a friendly way? <input type="checkbox"/> Yes <input type="checkbox"/> No b. in a helpful way? <input type="checkbox"/> No <input type="checkbox"/> Yes
4. At the time changes are made in your work, are you told why? <input type="checkbox"/> No <input type="checkbox"/> Yes	16. When you talk to your immediate supervisor, do you feel free to say what is on your mind? <input type="checkbox"/> Yes <input type="checkbox"/> No
5. If you proposed an improvement, would your immediate supervisor give you credit for it? <input type="checkbox"/> Yes <input type="checkbox"/> No	17. Do you know how you stand with your immediate supervisor? <input type="checkbox"/> No <input type="checkbox"/> Yes
6. Does your immediate supervisor show too much favoritism in dealing with employees? <input type="checkbox"/> No <input type="checkbox"/> Yes	18. Do you think your immediate supervisor welcomes your ideas and suggestions? <input type="checkbox"/> Yes <input type="checkbox"/> No
7. Do all the people in your group do their share of the work? <input type="checkbox"/> Yes <input type="checkbox"/> No	19. Do you feel that the pay for your job is fair compared with other jobs in the Company? <input type="checkbox"/> No <input type="checkbox"/> Yes
8. When you ask your immediate supervisor a question, does he -- <input type="checkbox"/> Get you an answer promptly <input type="checkbox"/> Pass the buck <input type="checkbox"/> Forget it	20. Are new employees properly trained on their jobs? <input type="checkbox"/> Yes <input type="checkbox"/> No

Please complete other side of questionnaire

training programs have changed behavior. Most of these firms have been shocked to learn how little they have accomplished in

that direction. Tests, such as "How Supervisor", have shown that the supervisors knew more after the training, but the sur-

veys showed their behavior was still much the same as it was before.

Some of the companies who used surveys to point out training needs were equally unhappy. A study of this led us to the conclusion that the results were being used in a negative way. For example, in one company the supervisors who were weak in handling grievances promptly were called into meetings where they were told how to improve. In another company each supervisor was counselled regarding the opinions of his employees and told how he could improve on each item wherein he was seemingly low. Later surveys showed that little or no improvement took place when supervisors were merely told how to improve.

METHOD ACCENTS SUPERVISORS' STRENGTH

Briefly, the type of self-development I recommend is brought about by using the brains and experience of those in each group to help the others to improve. It is based upon the following facts: (1) Almost every supervisor has strong as well as weak points. Some of the older supervisors, for instance, may not be as good in communications as some of the younger supervisors; but they do run a "tighter ship" than some of the younger men. (2) Any of us become interested when we can talk about those things we do well.

The results of your survey should be broken down for each supervisor, showing what percentage of his employees answered each question favorably. For graphic presentation these results can be charted to show how far a supervisor is above or below the company-wide average on each question, as illustrated in the second figure. Then have top management review the overall results and agree on a program of action. The next step is to hold a meeting of all supervisory-management personnel to give them the overall results of the survey. Each supervisor is then shown his chart by his boss. They discuss it and what will be gained

from the later self-development meetings.

Now the real work is ready to begin. The supervisors are assigned to groups of fifteen. A competent and experienced leader is selected to work with each group. In a small company the same man can lead all the groups.

EACH SPEAKS ON HIS STRONG POINTS

Before the group meetings the leader studies the charts for the men in his group. For each question or group of questions relating to a common subject, the leader picks out those supervisors in the group whose employees indicated they did well in that area. As an example, for the question "Does your boss correct you (a) in a friendly way and (b) in a helpful way", he would select three or four supervisors from the group whose employees gave a high positive response to (a). Then he would do the same for (b). He would continue until he

(Continued on page 339)

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Competing for Today's Physicists

By WILLIAM G. TORPEY
Personnel Officer

Naval Research Laboratory, Washington, D. C.

MUCH attention has been given to the needs of industry and government for scientific personnel. Competition for such personnel is acute. One personnel officer sought to ascertain an aspect of this competition by directing a simple letter of inquiry about employment from an apparent Ph.D. applicant for a physicist position. He sent the letter to industrial and government laboratories and analyzed the responses.

The field of physics was chosen because it is one of the most critical areas of today's scientific shortage. The industrial research organizations to be contacted were selected from a recent Business Section of the Sunday *New York Times*: each of the fourteen companies selected has an expanding research program and each had run a feature box advertisement for research physicists. These advertisements were in direct competition with the recruitment program of the Naval Research Laboratory for research physicists.

In addition to the industrial concerns, three government laboratories employing relatively large numbers of physicists were chosen, because of the number of such vacancies and the fact that these laboratories are in direct competition for physicists with the industrial concerns.

The letters of inquiry were identical in content. Briefly, they inquired into the opportunities the company or government laboratory offered to young Ph.D. physicists with no professional experience, the amount of salary, whether the company paid moving expenses for families, and whether there were other fringe benefits. An application form was requested.

At the end of a thirty-day period, ten

One of the greatest wastes in advertising for help is failure to follow up inquiries quickly and adequately. In this instance, 14 companies advertised for research physicists. A purported Ph.D. wrote them and three government offices. It took an average of twelve days for these people who were definitely "in the market" to reply: one office required sixty days. The author draws conclusions which may lead you to check your own procedure.

replies had been received from the fourteen industrial concerns which were written. During the same period, the three government research laboratories also replied. Of the thirteen replies received during the first thirty days, the earliest was sent six days after the inquiry was mailed, and the last reply was dated twenty-six days after the inquiry date. The average was twelve days before the research organization replied to the inquiry. Two months after the sending of the original letters, one additional reply was received: three companies have not yet replied.

The data given in the replies varied considerably. In ten instances a personal reply was sent by the research unit; in three cases a mimeographed reply was used; in one case no cover letter accompanied an application form. Three replies did not answer all of the points raised in the inquiry. In nine cases, brightly colored pamphlets and attractive brochures were also forwarded, either in the same envelope with the reply

or separately. In every instance an application form was included.

LETTER CONTENT ANALYZED

The content of the replies differed widely but the letters were, for the most part, polite in tone and encouraging to the applicant. Typical introductory comments were: (1) "Let me assure you first that we are interested and feel we have excellent employment opportunities for young men with your training"; (2) "Your qualifications are quite similar to those required by certain vacancies in our organization at the present time"; (3) "We are considering persons with your background for employment"; and (4) "We have reviewed your letter with our interested supervisors and they have suggested you complete the enclosed application form".

The complimentary closing was usually tactful and courteous. Illustrative are such statements as: (1) "We will contact you again if it is determined that an interview would be to our mutual advantage"; (2) "We would like very much to give you consideration and would appreciate your completing and returning the enclosed application form"; (3) "We shall advise you of our interest as soon as your application has been processed"; (4) "You may be sure that your application will receive our very careful consideration"; and (5) "We look forward to hearing from you in the near future". The graciousness of these remarks is pointed up by the fact that neither an application nor a resume of experience accompanied the letter of inquiry.

A salary figure or range was quoted in the majority of the replies. In industrial organizations the base pay varied from \$500 to \$750 per month. In some instances the reply stated that the salary would be determined after interview and further study of qualifications. Each government laboratory replied with the identical annual salary: an applicant for federal employment with a Ph.D. degree in the physical sciences

but with no professional experience is eligible for grade GS-11, for which the base is \$6390 or \$532.50 per month.

Each reply referred briefly to fringe benefits. In one case, the reply was especially vague, stating only that "our physicists are regular (name of company) employees and therefore benefit by all fringe benefits offered to any other (name of company) employee". A closer examination of the literature received in nine cases revealed greater detail with respect to fringe benefits. Usual benefits included paid vacations, paid holidays, employee services, suggestion systems, recreation programs, education programs, patent policies, insurance benefits and retirement plans.

GOVERNMENT OFFICES HANDICAPPED

Most industrial replies explained that the company pays all or, in a few cases, helps to pay, moving expenses incident to relocation as a new employee with the company. The specific expenses allowed range from 10¢ per mile for the first thousand miles, to payment of all moving expenses by the company. In a few cases willingness was expressed to pay, additionally, the transportation expenses of the new employee, his wife and dependents: this additional bounty was particularly pronounced with respect to West Coast companies. The government laboratories specified they are prohibited from paying moving expenses for the new appointee.

I realize that the seventeen letters of inquiry do not constitute a representative sampling of employers seeking physicist applicants. However, the organizations are doing important research work and need physicists. After a careful review of their letters and enclosures, certain observations may be made.

In the first place, in spite of the critical shortage of physicists, most of the letters seemed to have been prepared in accordance with routine in an ordinary labor market. The time elapsing before the applicant re-

ceived any answer to simple employment questions appears to have been excessive. Certain specific questions were either unanswered or incompletely answered. The laboratories in most cases failed to give a clear view of major employment opportunities which they afford a young Ph.D. physicist.

COMPANIES COULD SELL HARDER

Another observation is that industrial organizations have valuable fringe benefits to offer, in addition to relatively higher salaries than the government for comparable positions. Several new fringe benefits have been created and developed during the past few years for professional personnel. To many personnel officers, it seemed in the past that government had the lead over industry in providing fringe benefits for career professional employees. However, in view of the apparently slower pace government has made with respect to benefits for professional personnel during the last decade, coupled with a few retrogressions such as a reduction in the amount of annual leave allowed, government fringe benefits now appear to be equalled, or in a few cases surpassed, by competing industrial concerns.

It also seems to me that solid advantages of government employment are omitted from the correspondence or greatly undersold. Such things as freedom for research, variety of research, opportunity to work with outstanding scientists, ability to attend professional meetings, encouragement for publication of research findings, and other similar values, were neglected in all government laboratory letters of reply.

Assuming that government will never set the salary pace for professional personnel, government must nevertheless increase the number and extent of fringe benefits if its laboratories are to compete successfully for scarce scientific talent. Greater attention must be focused upon the interpretation of employment opportunities in government

and industrial research organizations to prospective employees. Furthermore, increased emphasis must be given to the relative advantages and privileges of government and industrial research employment. Unless both procedural and substantive improvements are made, employment programs in both industry and government will be unable to cope successfully with the critical shortage facing the nation today.

Employee Opinion Surveys

(Continued from page 336.)

had selected supervisors to talk on each survey question.

At the first meeting the leader explains what will happen, how the speakers (members of the group) have been selected and how everyone will get a chance to participate. Some leaders start the first meeting by giving everyone a list of those who will be called upon for each question. He then reads the first question and calls on the selected three or four men to tell what they do in their groups to bring about the favorable results shown by the survey. After these men have told what they do, the meeting is opened to questions and discussion.

In some cases the selected supervisors even demonstrate how they handle the problems, using another supervisor to play the role of an employee. Best results come forth when all supervisors take turns practicing the right ways of dealing with problems.

In this and succeeding meetings, each question (or group of related questions) is covered in the same way. Because nearly all supervisors are good at something, each gets a chance to talk about what he does well. No one is picked on, or pointed out as being poor in any area of supervision. No supervisor is ever allowed to see the chart of another supervisor. They like these development meetings and their leadership improves. This is a positive step in the right direction.

Industrial Relations Directors: An Annotated Bibliography

By D. E. McFARLAND
Labor and Industrial Relations Center
Michigan State University, East Lansing

THIS bibliography grew out of a research project on the managerial aspects of industrial relations. The purpose of the two-year pilot study was to lay the foundation for a closer integration of management thinking and principles with ideas and practices in industrial relations and collective bargaining. The library and field research centered around the top industrial relations or personnel director and his problems. Major areas of the research include (1) human relations in contract negotiations; (2) relationships of the industrial relations director to superiors, subordinates, and executives at his own level; (3) special problems arising out of the application of the staff concept to personnel work; and (4) elements of job satisfaction in top-level personnel work.

During the fiscal years 1954-1955, and 1955-1956, the research was facilitated by two grants of money from the All-University Research Fund of Michigan State University. Matthew Maxon, Marvin Suits, Murray Sayre, and Richard Verheul, graduate students in the division of business of the School of Business and Public Service at Michigan State University, assisted me by doing a substantial part of the library research for this bibliography, by contributing suggestions and by preparing many of the annotations. I wish to acknowledge their help, at the same time absolving them of any responsibility for errors of judgment or of fact which may be found. I also wish to express appreciation to the All-University Research Committee for making the study and this bibliography possible.

*How evaluate a personnel program?
How sell a program to management?
How set up the industrial relations
budget? There's much in print on these
and related subjects; this bibliography
will help you find what you need. The
next two sections, in March and April,
will deal with other aspects of the in-
dustrial relations job.*

Industrial relations people are undergoing considerable soul-searching with respect to the accomplishments of the past and the course of future events. They are increasingly confronted with questions regarding the nature and extent of their genuine achievements. Mounting criticism is causing both the professional industrial relations man and the research worker to reconsider the practical and theoretical foundations of industrial relations so that better guides to the future may be developed.

The purpose of this bibliography is to provide those who are interested in industrial relations with a ready source of information concerning the available writing on the subject, and the place of the industrial relations function in the field of management.

The items listed in this bibliography do not constitute a complete summary of all of the writings on these subjects. An effort has been made, however, to provide a comprehensive list of the best and most

useful items. A thorough search of both management and research publications was made. The reader will note that most of the selections came from management journals. The number of articles in this area published in scientific journals is relatively small.

The judgments as to what constituted a significant item were made entirely by the author. A greater emphasis has been placed on publications after 1950, although several important items published prior to that time have been included. The annotations, while brief, represent an effort to capture the main emphasis in each item. It is hoped that the annotations themselves will provide the reader with a comprehensive overview of the kinds of problems which are on the minds of those who write about the industrial relations director, and of the industrial relations directors who write about themselves and their place in management.

PART A—PERSONNEL OR INDUSTRIAL RELATIONS PROGRAMMING: COSTS, EFFICIENCY, AND SELLING OF PROGRAMS:

ARTICLES AND PAMPHLETS

1. Allen, L. A., "Successful Programs Must Be Sold To Management," *Advanced Management*, Vol. 15, No. 6, June, 1950, pp. 3-4.

This article relates some of the methods helpful in selling a personnel program to management. The author advocates starting with the top managers to gain approval and then following down through the organization.

2. American Management Association, Personnel Series, No. 158, *Organizing the Personnel Function Efficiently*.

This booklet presents two company case histories: The Sealed Power Corporation and Daystrom, Incorporated. Officials of these companies state their views on personnel organization and describe their company policies and procedures.

3. Anonymous, "Organization of the Personnel Department," *Personnel*, Vol. 28, No. 6, May, 1952, pp. 437-441.

The authors make a plea for conformity in organizing personnel departments. Different companies have dif-

ferent needs but they can all follow a basic organizational pattern.

4. Arthur, Guy B., Jr., "A Scrutiny of Personnel Practice," AMA Personnel Series, No. 111, *Measuring Results of Personnel Functions*, 1947, pp. 6-15.

The author feels that top management has too often tried to escape its responsibility for the personnel job by turning it over to some specialist. He shows how supervisors' jobs have been affected, and explains the need for face-to-face contact with employees. He lists the division of responsibilities between the line and staff units in induction, training, promotions, policy making, and other personnel functions.

5. Blai, Boris, Jr., "How Effective is Your Personnel Program?" *Personnel Journal*, Vol. 30, No. 3, July-August, 1951, pp. 99-101.

Six yardsticks for measuring the effectiveness of personnel programs. The six records can be maintained with a minimum of extra clerical work. While each record taken separately would not prove much, the six taken together should point out the area which should receive the immediate attention of management.

6. Chester, C. M., "Management's Responsibilities in Industrial Relations," AMA Personnel Series, No. 36, *Management's Responsibilities in Industrial Relations*, 1939, pp. 4-14.

The author refers to personnel men as modern pioneers. He points to their role in creating greater efficiency by increasing individual efficiency and satisfaction. He shows the steps his company followed in installing a personnel program. He emphasizes that policies should be written but flexible and relates some of the external as well as internal effects of a good personnel program.

7. Clarke, J. R., "Dollars and Sense in Personnel Administration," *Personnel Journal*, Vol. 31, No. 6, November, 1952, pp. 242-246.

One of the purposes of a personnel department is to make the business show more profit. The author outlines several areas in the personnel man's province in which he can help decrease production costs and increase profits.

8. Dietz, Walter J., "This Thing Called Personnel Relations," AMA Personnel Series, No. 45, *New Responsibilities of the Personnel Executive*, 1940, pp. 3-8.

The author follows the trend in personnel work by decades, from 1910 to 1940. He shows the increasing

concern for human relations in industry that has evolved from practically none in 1910 to 1920 when the problem was recognized by management, to the 1930's when management began to accept the responsibility for good personnel relations. For the 1940's and on, he predicts greater interest in personnel work and more concern by companies for research in the personnel area.

9. Dirks, Howard M., "How to Present the Personnel Budget," *AMA Personnel Series*, No. 160, *Justifying the Personnel Program*, 1954, pp. 34-43.

The author presents a personnel budget to top management as it might actually be done in a meeting of top executives. He uses charts to show how the personnel function is related to other departments and stresses the fact that the personnel department's function is to assist other departments. He shows in some instances how money was actually saved, and closes by stating that personnel could accomplish nothing without the active support of line management.

10. Drought, Neal E., "Techniques of Measuring Personnel Effectiveness," *AMA Personnel Series*, No. 111, *Measuring Results of Personnel Functions*, 1947, pp. 16-23.

To measure personnel effectiveness you should: (1) identify important goals, (2) determine how they may be realized, and (3) include a plan for obtaining information on the extent to which the goals have been achieved as a result of the method used. The author discusses turnover, testing, attitude surveys, and other criteria for measuring the effectiveness of a personnel program.

11. Dwyer, E. W., "Controlling and Measuring Personnel Costs," *AMA Personnel Series*, No. 160, *Justifying the Personnel Program*, 1954, pp. 24-33.

The author is primarily interested in the budget of the personnel department and its administration. He suggests that the top personnel executive be responsible for all money spent on the personnel function but he may delegate authority to others in his department for administration. Expenditures should be checked with the accounting department to see that funds are not being used without approval. Strict compliance with budget figures should be observed. Standards should be established to measure the cost of operating the personnel activity.

12. Eittington, Julius E., "Does Our Personnel Program Extend to the Personnel Office?" *Personnel*, Vol. 27, No. 4, January, 1951, pp. 301-303.

Personnel departments are often derelict in applying good personnel principles to their own section. The author cites three short cases as examples, to prove that personnel departments do not practice what they preach. He believes that no single cure-all exists to remedy the situation, but suggests three remedies that might prove helpful.

13. *Factory Management*, "What! A Personnel Manager in a 100-Man Plant?" Vol. 108, No. 5, May, 1950, pp. 68-70.

The article relates the experience of the F. W. Wakefield Brass Company of Vermilion, Ohio, in maintaining a full-time personnel manager. Photographs show what a typical day is like for him. It also includes his job specifications and the highlights of his report to management at the end of 1949.

14. French, Seward H., Jr., "Evaluating and Reporting Personnel Functions," *AMA Personnel Series*, No. 160, *Justifying the Personnel Program*, 1954, pp. 11-23.

The author states that the overall aim of the personnel administrator is to make better personnel administrators out of line management. By reviewing programs of the Crucible Steel Company of America, he shows how personnel objectives were isolated, measured, evaluated, and the part reporting played in the program. The company's "Industrial Relations Index," a telescoped report, helps to check on any program's progress and gives information for compiling statistics.

15. French, Seward H., Jr., "Measuring Progress Toward Industrial Relations Objectives," *Personnel*, Vol. 30, No. 5, March, 1954, pp. 338-347.

Illustrates several types of specific measurements which the Industrial Relations Department of the Crucible Steel Company of America has found useful in informing top management of its accomplishments. Describes the company's "Industrial Relations Index."

16. La Montagne, Georgine, "Salaries and Functions of Personnel Women," *Personnel*, Vol. 28, No. 2, September, 1951, pp. 134-140.

Shows the relationship between job function and salary for women in personnel work. Factors such as company size, type of industry, education, and years in the field are related also. Article gives a chart, "Job Functions as Related to Salary," and an appendix, "Job Functions According to General Titles."

17. Owen, W. V., "The Firm, Industrial Relations, and Profits," *Personnel*, Vol. 27, No. 3, November, 1950, pp. 224-227.

The article speaks of personnel practices in relation to

their effect on the profit-and-loss statement. The author says, "The economic fruits to be gained from improving methods of selection, promotion procedures, retirement plans, and morale are probably beyond all conceivable estimates."

18. Payne, Bruce, "Evaluating the Personnel Department," *Personnel Journal*, Vol. 29, No. 9, February, 1951, pp. 343-345.

Discusses how to determine if your personnel department is productive. Outlines a few of the factors which should be covered in a personnel department audit. These are divided into two groups, those which can be charted and those which must be graded or rated, and then explained.

19. Powell, Walter H., "How the Personnel Program Pays Off," *AMA Personnel Series*, No. 160, *Justifying the Personnel Program*, 1954, pp. 3-10.

The author feels that the support of top management has been won rather than earned by personnel managers. He feels that too much time is spent in gaining support and justifying the personnel program instead of improving employer-employee relations. The need for improved communications between and within other departments should have top priority. He shows how personnel activities helped in cost reduction in his company. He feels that the personnel function will be established when other departments use the industrial relations division to solve their problems.

20. Redfield, Charles E., "Problems in Administrative Reporting," *Personnel*, Vol. 28, No. 2, September, 1951, pp. 115-123.

The major problems of "reporting" as a central control device are discussed. Procedural problems like timing and distribution, as well as human factors such as distortion and over-emphasis, are examined. The effect of formal channels on reports is also discussed.

21. Rohrback, Edward D., "From the Thoughtful Businessman," *Harvard Business Review*, Vol. 32, No. 5, September-October, 1954, pp. 30-32.

The author comments on the strategy he favors in bargaining with unions on the guaranteed annual wage proposals. He presents his views on several important aspects of the guaranteed annual wage problem.

22. Schmidt, L. E., "Methods of Evaluating a Personnel Program," *AMA Personnel Series*, No. 111, *Measuring Results of Personnel Functions*, 1947, pp. 24-31.

The author says that when budgets begin to tighten, proof of performance of any program is demanded. He

says that collecting data can be expensive and warns about collecting more than is necessary. He gives four questions that must be answered in evaluating a personnel program: (1) Is the program needed? (2) Is it working properly? (3) Is it rendering a staff service? (4) Is it earning at least what it costs? Reports to top management should be brief and in the language of management.

23. Schure, Franklin D., "Why Have a Personnel Department," *Personnel Journal*, Vol. 29, No. 2, June, 1950, pp. 59-66.

The business manager of a successful newspaper points out the desirability of newspaper personnel departments. What is said could be applied to other businesses. Reasons why a personnel department is important: (1) Helps reduce costs, (2) Provides a study of leadership, (3) Helps make adjustments when technical changes affect labor relations, (4) Vital to management for maximum effectiveness.

24. Stackman, Harry A. Jr., "Planning Ahead in Personnel," *Personnel Journal*, Vol. 29, No. 8, January, 1951, pp. 286-289.

It is the responsibility of the personnel manager to plan ahead, just as all other department heads plan ahead. He must keep up with external current developments in his field as well as getting out in the plant and "keeping up" with things inside the organization. The author lists ten questions the personnel man can ask himself to see if he is keeping up with his job.

25. Yoder, Dale, "How Much Do Personnel Activities Cost? The 1954 Budget Study," *Personnel*, Vol. 31, No. 3, November, 1954, pp. 190-198.

Gives data on extent and costs of fourteen major personnel functions. Cites per-capita dollar costs of fourteen functions by industry. Gives over-all and functional personnel ratios. Describes extent of "uncontrolled expenses" in personnel budgets (personnel administers the funds but cannot prevent their expenditure). Cites growing trend for functional budgeting of personnel functions.

BOOK

26. Calhoun, Richard P., *Problems in Personnel Administration*, N. Y., Harper and Brothers, 1949, Chapters 1 and 2.

This material covers the place of personnel administration in the company structure, and discusses problems encountered in administering effective personnel programs. The personnel administrator's weaknesses are described, together with suggestions for job specifications and appropriate training for personnel work.

As You Were Saying—

PERSONNEL MEN AMONG TOP MANAGERS

OUR thanks to Warren L. Mottram, vice president of Wallace Silversmiths, Inc., Wallingford, Connecticut, for the organization chart which appears opposite the Contents page of this issue. The story behind it goes back more than a year. It was in our October, 1955, issue that Ned Hay in his column commented on the 1955 Silver Bay conference on human relations in industry. Mr. Hay had been especially interested in conference discussions about the closely interdependent relationship between Personnel and General Management in many companies. He sent Mr. Mottram a marked copy.

It happened that Mr. Mottram, as a Personnel Journal subscriber, had already seen the editorial and wrote: "We here in Wallace have established the relationship referred to. As you will note from this copy

of our top organization chart, the Operating committee of the company is made up of the president, the three vice presidents in charge of distribution, manufacturing, and industrial and public relations, and the treasurer of the corporation."

It is clear that Mr. Mottram has achieved top status in his organization, and we need look no further than our own subscription list to be convinced that many other personnel men have done the same in their respective companies. However, no one can have the slightest doubt that, as has been pointed out by several writers in our current series of articles on the personnel function and its relative place in the managerial hierarchy, the personnel man must win his place on the top management team by being a top manager—it does not come to him automatically by virtue of his office.

SPEAKING OF WOMEN IN BUSINESS

THE Care and Feeding of Women in Business" was the title of a talk by Wilbert E. Scheer at the annual "Boss Nite" of the Women Junior Executives of Chicago. Mr. Scheer, personnel director of Chicago's Blue Cross-Blue Shield, is much in demand as a speaker, probably because he has the happy faculty of putting sound thinking into felicitous phrases.

For example, he told his women listeners on this occasion: "Since you brought your bosses, I brought one of mine too—Nona Arnoldi, our personnel counselor. Among other talents, Nona has a college math major. She not only can add, but she can also distract." The following are bits from the same talk.

One problem of women in business is that they have to work with men. Competition in executive jobs is not women against women,

which would be bad enough; but it is women against men, which means they have to overcome tradition, prejudice, common practice, as well as competition.

All other things equal, such as ability, women do not have an equal chance. Discrimination against women workers still exists. No, not in the realm of clerical jobs, but certainly in the level of managerial positions. Men still don't want to recognize women as their equal when it comes to running the show.

To be as successful as a man, a woman has to be better than a man. For one thing, she will most likely be judged by men. And most men have an antagonistic attitude toward women in management, which may be a defense mechanism set up when their status is threatened. Most of the opinions of differences between men and women in business are based not on scientific observations but on incidental contacts or conversations, and many men's prejudices about

women in business probably go back to childhood environment. Woman was fashioned from a man's rib, and since then she has remained a side issue. . . .

Some business women force themselves to acquire male personalities. These women are disliked by women because they have betrayed their sex, and by men because they threaten their sex. Other women go to the opposite extreme to gain advantage. Women resent them and men resent the use of sex as an office device. Consequently, the successful business woman must not act too much like a man, nor too much like a woman.

She must never give an order as a man may; she must ask instead. She has to be impersonal about her job; she can't make it the emotional focus of her life. She must display initiative without pushing, must practice controlled aggression. She must maintain a consistent level of performance, because it's the male idea that women are inconsistent. To succeed in business she must rely upon her ability and her ability to think. . . .

Since in some respects this is a showdown between men and women in business, let's see how they compare. . . . According to psychological studies men excel in reading comprehension, sedentary games of skill, independence, zeal for making money, quickness in recovery from grief, love of sports, and humor.

Women excel in talkativeness, gayety, patience, sympathy, excitability, religiousness, dissatisfaction with oneself, activity of the aimless sort, impulsiveness, desire for change, temperance in alcoholic drink, adroitness in manual work, and interest in persons rather than things.

This last item, their greater interest in persons rather than things, is noteworthy. Many women may feel that this gives them an inborn advantage over men in personnel work, since the work deals with human beings. If this were true, then women have failed themselves, for they have not taken the lead away from men. However, perhaps other factors have complicated the situation. Maybe women look upon

(Continued on page 348)

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BOOKS

COMMUNITY RELATIONS FOR BUSINESS. By John T. McCarty. The Bureau of National Affairs, Inc., Washington 7, D.C., 1956. Loose-leaf, in binder. 286 pages. \$12.50.

This is not a book for general management, but it is a must for the personnel department, and if one exists, the public relations department.

The author, who is community relations counselor to plant managers at General Electric, draws heavily upon that firm's experience. In 1946, after some serious strikes, G. E. first recognized how little they had done about good community relations and as a result their program was developed, which has since turned out to be highly successful. There are many references to other successful company programs, mainly in large corporations.

The first twenty pages of this loose-leaf manual succinctly set forth the reasons for a community relations program, and would be good reading for every chief executive officer and autonomous plant manager.

Some basic principles of a program according to the author are: 1. Determine clear cut objectives. 2. Assign to a responsible top official as an important segment of his job. 3. Make it a *continuing* program—in fact, one short splurge can be more harmful than beneficial. And finally, of prime importance: 4. No community relations program will begin to be successful unless and until your industrial relations are good!

After that the book is based on the contemporary theme of "How-to-do-it-yourself." Complete details are listed as to how to conduct attitude surveys, handle the press, conduct a plant dedication or tour, work with radio and TV, set up a Speakers Bureau, tie in with community discussion groups. There is also a bibliog-

raphy on the subject of community and public relations.

JOHN HENRY ZURN

EDITING AND PRODUCING THE SMALL PUBLICATION. By Edith Hay Wyckoff. D. Van Nostrand Company, Inc., Princeton, N. J., 1956. 289 pages. \$4.95.

Probably I'm prejudiced. First, because as an advertising agency man I edited a number of company publications of several sizes and styles for quite a few years. Second, because like many another agency man I frequently flirted with the idea of taking over or starting a small-town weekly and once was propositioned by a potential backer. Third, because I'm in a closely related line of work now. Fourth, because Edith Hay Wyckoff is a niece of our editor. Nevertheless, please take my word for it that this book will be fascinating and highly useful not only for publishers of community papers but for house organ editors. Some chapters, discussing things like methods of reproduction, describing equipment needed and the cost, and so on, could save office managers too a good deal of time.

Especially appealing is the fact that the author does not hesitate to embellish her story with personal incident. She started her paper at Locust Valley, Long Island, a town of about 4500, ten years ago on the proverbial shoestring. There is a harrowing account of getting out the first edition, which required working with the "cheap" printer for 27 hours with only one break, for dinner. Mrs. Wyckoff had ten years of newspaper experience before starting the weekly.

The jacket says: "With this handbook it is possible for a reader faced with almost

any kind of small publication project to find accurate up-to-date information on the hundreds of questions which come up. For the beginner it is a guide to simple but puzzling details, such as arranging 2nd class postal entry, selecting paper, locating the cheapest production process." A number of pictures, figures, page layouts, and forms of various kinds are presented. If you are thinking of starting an employee bulletin or paper, the book could be immensely helpful.

H. M. T.

EMPLOYEE INTEREST IN COMPANY SUCCESS. By John W. Riegel. Bureau of Industrial Relations, University of Michigan, Ann Arbor, 1956. 302 pages. \$6.

This is a discussion of the mutual interests of employers and employees in companies which offer relatively favorable terms and prospects of employment. It examines the employment relationship in one of its major economic aspects; as an alliance of managers and employees for earning their incomes by cooperatively serving consumers. Although the author

recognizes sources of conflict between the parties to the employment relationship in well-managed firms, he emphasizes their mutual interests as being of greater consequence materially and spiritually. The book will encourage and prove helpful in specific ways to persons who are concerned with the improvement of industrial relations, whether they be managers, employees, union officers, students or others.

Based on interviews with employees, union officers, supervisors and executives in eight manufacturing companies, the book describes: the grounds for employee interest in company success; the opportunities for employees to contribute to the strength and survival of their firms; the possible benefits of their "interest" to themselves, their companies and their customers; the personal characteristics and types of performance which are related to "interest;" the employment terms, conditions and prospects in a company which justify employee interest; and how, under these conditions, interest can be stimulated and strengthened. Mr. Riegel is professor of industrial relations at the University of Michigan.

DOROTHY BONNELL

ON OTHER MAGAZINE MENUS

What have you read recently that others might appreciate your calling to their attention? If you care to tell us in a paragraph, naming the title, author and magazine issue, we'll be happy to have it for this occasional "column." The following listing is far from complete, even for current issues as we go to press. Other magazines will be scanned for future items.

HOW TO BE A SMARTER BOSS. By Sidney Shalett. *Saturday Evening Post*, November 17, 1956. Three pages, with two pictures. The subtitle reads: "To compete in these high-pressure days, an executive needs more than native ability. This amazingly successful training 'school' puts business know-how on a scientific basis." A

lively story for popular consumption about the American Management Association; its conferences, seminars and courses, its president Lawrence Appley, its contribution to business over the world. The caption of one picture: "Big wheels go back to school. This classroom was once the roof-garden dance floor of New York's Hotel Astor." Another picture caption: "Top executives learn how to execute at the A.M.A. summer session on Colgate University's campus."

GROUP APPRAISAL PLAN HELPS FIND EXECUTIVE TIMBER IN COMPANY HAYSTACK. *Business Week*, November 17, 1956. Five paragraphs about Atlantic Refining Company's three-year-old Management Personnel Inventory and Develop-

ment Plan, its initial tests, depth interviews and periodic appraisals.

LET'S THROW THE RULE BOOK OUT THE WINDOW. By Auren Uris. *Dun's Review and Modern Industry*, November, 1956. The author of "Developing Your Executive Skills" in about four pages says; Let's not be afraid to try something new. He cites psychological principles and gives good and bad examples.

BUSINESS MEN, TEACHERS GET TOGETHER. By Alfred G. Larke. *Dun's Review and Modern Industry*, November, 1956. Some four pages about company people loaned to schools and colleges as instructors, and school people brought into business part-time or during leaves of absence; mentions students who work in industry to learn the application of their texts and to orient themselves with relation to careers.

THE 4-DAY WEEK. By Carroll W. Boyce, associate editor. *Factory Management & Maintenance*, November, 1956. A feature article of some 13 pages. The different ideas of what a 4-day week is; are we ready for it? Would four- to six-week vacations be better? Second part of article tells how business and labor leaders think about the 4-day week. Conclusion seems to be: go slow—the 5-day week was brought about by an economic collapse; we don't want another collapse to introduce the still shorter week. Magazine, at 330 West 42nd St., New York 36, offers reprints at 50¢ each.

NINE WAYS TO STRETCH YOUR TRAINING DOLLAR. By Eugene C. Peckham. *Factory Management & Maintenance*, November, 1956. The nine ways are numbered: (1) Make it clear that training aims for change; (2) Pick the methods that get results; (3) Make your people want to learn—and so on. Under each number, a brief statement of What to do, and What not to do. About five pages.

PLAN FOR MANAGEMENT SALARY ADMINISTRATION. By Robert E. Sibson. *Harvard Business Review*, November-December, 1956. In 13 pages, tells the aims of systematic salary administration and how to go about job evaluation. Three kinds of job descriptions, of the jobs of three personnel managers, are quoted.

ANNUAL REPORT ON EXECUTIVE COMPENSATION. By Arch Patton. *Harvard Business Review*, November-December, 1956. The compensation of top executives in 1955 was up sharply over 1954. The increase for the average president in the companies studied was 6.3%. The 12-page article has 36 charts showing compensation of chief executive officers as related to net sales and profits in various industries for the two years.

PLACER MINING FOR THE BEST IN PEOPLE. By Richard S. Schultz of Industrial Relations Methods, Inc. *Supervision*, October, 1956. One-page article lists ten practical rules of conduct to attain harmonious employee relations and top job performance.

HOW TO SET UP AN EFFECTIVE TWO-WAY COMMUNICATIONS PROGRAM. By Donald J. Wood. *Mill & Factory*, October, 1956. Steps in the establishment or rejuvenation of a communications program; mediums to use; what employees want to know. A quiz for the reader on his company's program. Five pages.

Women in Business

(Continued from page 345)

personnel work as dealing with people whereas men consider it dealing with factors which affect people. There alone is quite a distinction. The landscape is the same; the difference is in beholders.

Men seek a specific job because the work is of intrinsic interest and value to them. Women like or dislike a job by the personalities about them. For a woman, the friendships she makes on the job form an important part of her total work satisfaction. . . .

It is important that every woman, who wants to be happy with her work, find her right level. She should not be content with a job which does not challenge her sufficiently. On the other hand, she must not let her ambitions run ahead of her capabilities or her opportunities. . . .

Once a woman has found her level and established herself, then to be a success in management all she has to do is four things: look like a girl, think like a man, act like a lady, and work like a dog.

Personnel Research

Edited by Margaret W. Moore, Ph.D.

The Development of a Tailor-Made Scoring Key for the "How Supervise?" Test. By Ernest J. McCormick, Purdue University, and Richard W. Middaugh, U.S. Army. *Personnel Psychology*, Vol. 9, No. 1, Spring 1956, 27-37.

The authors were impressed by the conflicting results which other research workers had found in using the "How Supervise?" test. The scoring key for this test was developed by a group of experts who had to decide what were the right answers for the statements which dealt with practices, opinions and policies of the supervisors. The authors felt that different companies might have different philosophies of management that would be reflected in their evaluations of supervisors. On this account they felt that a special scoring key developed for a particular situation might prove to be more useful in that situation than the original scoring key.

In a certain oil refinery the test "How Supervise?" had been given to its supervisors in 1947 in connection with a counseling program. It was decided to study these tests again in relation to the supervisory performance of these men as rated in 1953. 203 supervisors in the mechanical division who were still with the company in 1953 were used in this study.

Ratings were made on three factors: (a) over-all job performance; (b) human relations ability; and (c) ability to get work done. The ratings were made on these at different times. They were spaced at one-week intervals so as to reduce the halo effect. The intercorrelations between the ratings were so high, however, that only the first one (over-all job performance) was used as a criterion.

The supervisors were divided into high

and low groups on the basis of these ratings. Using the blanks of about half of the men in each group, an item analysis was made. The other half of the blanks were put aside for a later cross-validation of the special scoring key. A total of 37 of the 70 original items had at least one response that differentiated between the high and low groups. The special scoring key was developed by giving appropriate weightings to the responses to these 37 items.

The cross-validation study was then carried out and the results are presented in an interesting table. When the regular key was used the "How Supervise?" test did not differentiate between the high and low groups. However, when the special scoring key was used, the difference between the groups was found to be statistically significant. The special scoring key presumably reflected the points of view of the management of this company. Management rates high those supervisors who share this point of view. Thus in selecting supervisors for a given company it might be worthwhile to develop a tailor-made key for that company.

Validation of a Test Battery for the Selection and Placement of Engineers. By James J. Kirkpatrick, Byron Harless and Associates, Inc., Tampa. *Personnel Psychology*, Vol. 9, No. 2, Summer 1956, 207-227.

This study differs from the majority of previously published research in this area in that it deals with employed engineers rather than with students in engineering colleges. In many companies there are two major types of engineering job assignments—those dealing with research and development and those dealing with production and sales. One of the objects of this study was to identify the tests that would be

most useful in the differential placement of applicants for engineering jobs.

Approximately 250 engineers in the Carrier Corporation were given a battery of tests. The battery included a Test of Productive Thinking, a Test of Engineering Aptitudes, the Group Rorschach Test, Guilford-Zimmerman Temperament Survey, a Mechanical Comprehension Test, and a Personal Qualities inventory.

A rather complicated scheme of ratings on six factors, including Over-all Effectiveness, by supervisors and colleagues was worked out. However, on the basis of the intercorrelations of the criterion ratings, it was evident that Over-all Effectiveness was the best job performance criterion and that little would be gained by adding ratings on the other five factors.

The 244 engineers who fulfilled the age and experience standards were divided by jobs as follows:

A. Research and development engineers	88
B. Factory and service engineers	57
C. Sales and application engineers	99
	—
	244

The B and C groups were found to be so similar so far as test results were concerned that they were combined. Several tests were found that discriminated beyond the 1% level of confidence between the A and the BC groups. The average test performance of the Group A engineers was higher on Mathematical Formulation, Spatial Visualization and Mechanical Comprehension. Group BC engineers scored higher on the Sociability and Ascendance scales.

Within the A group the Test of Productive Thinking and the Mechanical Comprehension Test gave statistically significant correlations with the criterion rating of job effectiveness. In the BC group the Mechanical Comprehension Test gave the best prediction of job performance. The

relatively low validities found may be due to the restriction in range of the group studied. The engineers in the sample had been screened prior to employment and survival on the job was in effect a further screening. It is evident that the engineers studied were a select group.

The Contribution of the WAIS to a Management Appraisal Program. By Benjamin Balinsky and H. Westcott Shaw, Richardson, Bellows, Henry & Co., Inc. *Personnel Psychology*, Vol. 9, No. 2, Summer 1956, 207-209.

This article reports briefly on the usefulness of the Wechsler Adult Intelligence Scale in evaluating the general ability of men at the executive level. The group studied were 39 men in top management of a medium-sized company dealing in basic commodities. They included the president and department heads, some of whom were in accounting and finance and others in some form of selling. The mean age was 46, with a standard deviation of about 8 points.

To get a performance rating, each man was rated by from one to four of his peers and/or superiors. The ratings were on an over-all basis on a seven-point scale and ranged from "unsatisfactory" to "outstanding" with "normally expected" at the center. The average of the ratings was calculated for each man.

Each of the 11 subtests and the Full Scale IQ, Verbal IQ and Performance IQ were correlated with the average performance ratings. The arithmetical reasoning sub-test proved to have the highest correlation with performance ratings and this was significant at the one per cent level of confidence. The only other part of the Wechsler which gave a statistically significant result was the Verbal IQ and this was at the 5 per cent level of confidence. In general the executives made higher scores on the verbal than on the non-verbal parts of the scale.

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE DENVER PERSONNEL CLUB reports on recent activities in the November Club *Reporter*. A delightful and successful evening meeting, the first of the season, was held October 11. The number of members at the meetings was smaller than usual because of a conflicting personnel meeting. After a social hour and dinner Marshall Norling, president of the Red Comet Fire Extinguisher Company, gave an account of his recent trip to Russia. His remarks were illustrated with a series of slide pictures he took on the journey.

The National Rehabilitation Association Employers' luncheon on October 15, was a pleasant experience for the Denver Personnel Club members who attended. Glen Pickett capably presided and introduced the three speakers who discussed "Experiences in Employment of the Handicapped." Their messages were informative and presented a challenge to employ persons with physical disabilities. James G. Howell, director of Labor Negotiations, Mountain States Employer's Council, spoke to the club in November on Colorado labor legislation and labor relations.

A FLYING SQUAD OF PROFESSIONAL MANAGEMENT MEN FROM DOUGLAS AIRCRAFT CORPORATION in Southern California invaded the Detroit area November 8-11. The trip was sponsored by personnel of Douglas management clubs in El Segundo, Santa Monica, and Long Beach, California. The clubs are affiliated with the National Management Association. 28 Douglas management club members were aboard a company-provided DC-3. Also aboard the ship, piloted by Douglas chief test pilot Bert Foulds, was O. E. Bortorff, assistant to the

vice president in charge of engineering at Douglas. The five-day trip was for the dual purpose of inspecting Michigan industrial plants and of encouraging Michigan management people to form new NMA clubs. At present there are 31 NMA affiliates in Michigan. The itinerary included a plant tour of Plymouth engine division of Chrysler Corporation in Detroit; a plant tour of Dow Chemical in Midland and Bay City; and the Michigan-Illinois football game at Ann Arbor.

THE WOMEN'S PERSONNEL GROUP OF PHILADELPHIA in October heard Alan O. Mann, an independent administrative advisor who spoke on methods of curtailing paperwork. He said that there are eleven million clerical workers doing work that is monotonous and deadening. He sees four basic ills in present methods: they are untimely and slow; data is accumulated by period while the operation they represent is not a periodic process; there are gaps in the records which have to be filled in by estimates, and things have to be controlled despite the limitation of available personnel. Electronic equipment should eventually correct these ills. Most employees can be retrained and used to supplement the machine activity.

The WPG News announces that any questions regarding professional problems may be addressed to the Editor's Letter Box. The following issue of the *News* will print members' answers. Personnel people are constantly enlarging the jobs they perform. Sometimes this leads to a new, broader assignment. This means (says the *News*) that corresponding secretary Emilie

MacMichael should be kept aware of changes which affect members' titles.

THE CLEVELAND PERSONNEL ASSOCIATION listened to an address by Louis B. Seltzer, editor of the Cleveland Press, at the November meeting. He discussed his observations of labor conditions and industrial relations in Europe; compared wage rates, productivity, working conditions and the labor-management relations in the United States with those in Europe. He concluded with comments on the recent trends in Europe and their possible effect upon future labor-management relations here.

The new board members and committee heads for 1956-7 are: James H. Stiffler, president—National Screw and Manufacturing Company; Theron L. Dany, vice president—The Electric Products Company; Karl E. Levy, secretary—Brush Electronics Company; Thomas Simcox, treasurer—Viking Air Products; Robert F. Edwards, past president—The Fisher Brothers Company; Dana N. Curdette, NOPEC chairman—The Eberhard Manufacturing Company; James W. Hagerty, director—The Yoder Company; Erling K. Hellekson, director—Tremco Manufacturing Company.

THE PRESIDENT OF THE NEW JERSEY CHAPTER OF THE AMERICAN SOCIETY OF TRAINING DIRECTORS had an article recently in *Supervisory Management*. F. P. Walsh wrote about some personality types in supervision. He describes four: first, the first sergeant, or the rules-and-regulations supervisor whose main goal is to establish a set of rules and regulations that will cover every situation. He's the cautious type—never sticks his neck out, always plays it safe. Second is the self-sufficient type, or the driver. He's a production-minded supervisor. He gets the work out, but sometimes human relations suffer as a result. A third variety is the manipulative supervisor, or the diplomat. He usually takes great pride

in his skill in human relations—his ability to get along with both subordinates and superiors. He is mainly interested in gaining recognition and advancement, and uses good human relations as a means to this end. The last category is labelled the integrated type, or the quarterback. This kind of supervisor is concerned about his own recognition and advancement, but is also interested in recognition and advancement for the group as a whole. Unlike the other types of supervisors, the quarterback is willing to fight for his people, and they will fight for him.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION of Los Angeles, had a report on world peace at the November meeting. John Morley, famed correspondent, was the speaker. He gave an optimistic account of the growth of Christianity behind the iron curtain, the demoralization of world-wide Communism since the deflation of Stalin, the decline of colonialism, the US nuclear contributions for peace, the economic rehabilitation of the free world, the rise of the Russian army against communism, and Red China contained at Formosa Straits.

A one-day conference was held November 9th by the Tucson Personnel and Management Association. Gerry Bradley, J. Clark, and Bob Armstrong represented PIRA at the conference and spoke at several sessions. The topic was "Employee Beefs."

Paul L. Davis, vice president of industrial relations, Gillette Safety Razor Company, Boston, reported on the all-salary system used at Gillette's Boston plant, at the October meeting. He said that all 2300 people at Gillette are on salary. There are no hourly rates at all, for the shops, office, or executives. Davis painted an optimistic and rosy picture of how things work out when good human relations practices have created a base for a company to work upon. He said that putting the entire Gillette plant on salary was a by-product of stable employment, and that a company must first

get its house in order to attempt such a move. Production and Christmas bonuses are also paid by Gillette, and overtime is paid on a time-and-a-half scale computed on a pro-rated basis. Gillette has been on the all-salary system since October 1955, and during that time there have been very few abuses, and the company is within the budget anticipated.

Davis pointed out that the company philosophy is not to distinguish between blue- and white-collar workers. People are treated as individuals. The company bets on its employees in instituting liberal benefits such as extra days off and full pay for sick leave for as much as an entire year, and seldom loses.

THE PERSONNEL ASSOCIATION OF ARKANSAS AND THE UNIVERSITY OF ARKANSAS College of Business Administration, Industrial Research and Extension Center, sponsored a personnel relations seminar November 15-17 in Little Rock. Donald C. Pelz, study director in Survey Research Center, University of Michigan, spoke on the foreman's role in raising productivity. Later he led a seminar session on the foreman's role in increasing worker satisfaction and morale. Norman R. F. Maier of the University of Michigan conducted seminars on principles and methods of human relations, and ways to handle grievances. Virgil T. Blossom, superintendent of Little Rock schools, spoke at the dinner meeting. His subject was supplying industry needs through education. Walter H. Peterson, Chicago Psychological Institute, had charge of the final sessions on developing supervisors and coaching supervisors.

THE PERSONNEL CLUB OF ATLANTA has worked out a well-coordinated program for 1956-57 on effective human relations. The first meeting was on human relations through fellowship and consisted of a picnic and bingo at a nearby lake, with wives and guests invited. The second meeting

emphasized responsibility. Morris B. Abram and Randolph W. Thrower, both attorneys, discussed the principles of the Democratic and Republican parties. Communication was considered next in a panel discussion on employee counseling. Joseph E. Moore, director, testing and guidance, Regents of the University System of Georgia, was the leader. Effective human relations through respect was considered at a ladies night meeting when the Reverend Cecil Myers, pastor of the Trinity Methodist Church, talked about the worried worker. Dignity was the quality under discussion at the next meeting, when Robert C. Chinn, manager of industrial relations for the Ford Motor Company, spoke on the human equation. Interpretation was illustrated with a plant tour, and film of the Colonial Stores, Incorporated. Fair dealing was explained in a talk on personnel development by George A. Ryder, manager, employee development, headquarters staff, Colonial Stores. Evaluation as a means to effective human relations was studied in a lecture by Victor P. Tabaka on job evaluation. Goodwill was exemplified in another plant tour at the BOP Assembly Division, General Motors plant, Doraville. Information was the general heading for a program on social security led by Joseph M. Murphy, district manager, social security administrator, U. S. Government. The 1957 Atlanta Personnel Conference came under the heading of industrial harmony and the final program consisting of the president's report, pointed up the need for creative management in effective human relations.

The Personnel Club of Atlanta is affiliated with the Young Men's Christian Association and with the National Council of Industrial Management Clubs. In addition to the monthly programs, the club sponsors or participates each year in a variety of projects as a service to its members and to the community at large. Some of these are: management development groups; the Atlanta school systems' Career

Week for high school students; YMCA youth program; "The Personnel Touch," monthly newspaper of the club; Speech Craft course, Conference Leaders course, and Case Solution groups. Sam H. Benedict, Jr., personnel manager, Life Insurance Company of Georgia, is Club president.

THE PERSONNEL JOURNAL is happy to have had letters and announcements from a number of other personnel associations recently. Randall M. Trevo, vice president of the *Stockton Area Personnel Council*, Stockton, California, wrote, "We have in Stockton a personnel organization which is affiliated with no one, but which represents personnel and training people of the area. We are in the process of forming a coordinating body with the local PTA, School District and Chamber of Commerce for the counseling of high school students." The *Louisville Personnel Association* has about 125 members and meets once a month. R. C. Almgren, of the International Harvester Company, is president; Norman D. Everson, Bernheim

Distilling Company, vice president; Robert J. Clarke, Fawcett-Dearing Printing Company, secretary; and Courtland E. Calvert, of the P. Lorillard Company, treasurer. The *Industrial Relations Research Association, Philadelphia Chapter*, heard George W. Taylor speak in November on "Development of Maturity in Labor-Management Relations." The officers of the *Personnel Research Forum of Kansas City*, Missouri, are: president, E. O. Hammond, placement supervisor, Kansas City public schools; vice president, Earl L. Dresker, assistant treasurer, Mercantile Bank and Trust Company; Norris N. Holstrom, personnel manager, Tension Envelope Corporation. The *Evansville Personnel Club* of Evansville, Indiana, recently had a panel discussion on executive management development. H. Kilburn Rovers was the moderator. Members of the panel were John Wall, executive vice president of Servel, Incorporated; William Affolder, of Evansville College; and George Bernhardt, production superintendent, Faultless Caster Corporation.

Attending the Conferences and Courses

STEPS THAT BUSINESS AND INDUSTRIAL MANAGEMENT CAN TAKE to give the supervisor adequate tools with which to work were outlined at a special conference on supervision held by the *American Management Association* in New York, November 29-30. Some 500 executives attended. One of the principal features of the conference was a report on a survey, conducted especially for the meeting, on supervisors' responsibilities and authority as they see them and as their superiors see them. It was presented by Dr. Chester E. Evans, department of management, School of Business Administration, Wayne State University, Detroit. The opening program dealt with the atmosphere for supervisory development, and with communications. The speakers discussed how to create the kind of working environment in which a super-

visory development program can thrive and how to improve the supervisor's skill in communicating. A half-day panel session on selection and development of supervisors followed. Representatives of Food Machinery and Chemical Corporation, Cartaret, N. J.; Leeds and Northrup Company, Philadelphia; and Otis Elevator Company, New York, described their methods. There were other discussions on how companies pay their supervisors, as indicated by an AMA survey; how to teach the supervisor what he needs to know about the collective bargaining agreement for his own day-to-day labor relations; how to evaluate the results of supervisory development programs; and how to interest the supervisor in carrying out an active cost-control program.

WESTERN PERSONNEL INSTITUTE held its annual fall conference at its new building in Pasadena on November 1 and 2. At the new headquarters, which was completed in June, members and guests of WPI's Academic Council gathered for a series of work meetings. Theme of the conference was "The Student Personnel Program of the Future." Dr. John G. Darley made the keynote speech on "College Students in an Electronic Era." Round-table discussions covered collegiate personnel work from the standpoint of the dean of students, as well as the problem of how most effectively to handle the rising college enrollments of the next ten years. Working with Dr. Darley, chief consultant of the meeting, were Helen Fisk, executive director of the Institute, and Winifred Hausam, the advisory director. Dr. Darley is associate dean of the graduate school and professor of psychology at the University of Minnesota.

PERSONNEL AT WORK was the title of the fourth annual one-day conference of the *Personnel Association of Toronto*, held in Toronto November 27. The conference was built on case studies. The cases used in discussion focused attention on the personnel administrator's relationships, his responsibilities and his problems within his organization. The Merson, Halsey, and Ripton Company cases were reviewed and discussed in separate sessions. Leaders were from the University of Western Ontario School of Business Administration. They were Walter A. Thompson, director of the management training course at Western, and associate dean of the School of Business Administration; John J. Wettlaufer, director of the marketing-managing course; and R. K. Ready, associate professor and lecturer.

CURRENT TRENDS IN COLLECTIVE BARGAINING were reviewed at the first annual *Tennessee Conference* on collective bargaining, held November 29-30 in Knoxville. The

conference was sponsored by the University of Tennessee, College of Business Administration, and the Federal Mediation and Conciliation Service. Automation: what it is and what it may mean, was explained by A. H. Keally, head of the department of industrial management of the university. Labor problems posed by automation were outlined by James B. Carey, international president, IUE, and vice president, AFL-CIO. Lee C. Shaw, member of Seyforth, Shaw, and Fairweather, Chicago, spoke on management problems raised by automation. There was panel discussion on specific issues posed for industrial relations by automation. On the second day of the conference GAW-SUB was considered from the point of view of management by Joseph A. O'Reilly, associate general counsel for industrial relations, Ford Motor Company; and from labor's point of view by Arthur J. Goldberg, general counsel United Steel Workers of America, associate general counsel, AFL-CIO. Employment trends and problems were discussed by Ewan Clague, commissioner, Bureau of Labor Statistics, U. S. Department of Labor. At the banquet Joseph F. Finnegan, director, Federal Mediation and Conciliation Service, spoke on collective bargaining and its place in the American way of life.

THE FUNCTION OF PERSONNEL DEPARTMENTS was the subject of an address by Samuel L. H. Burk, director industrial relations division, National Association of Manufacturers, at the *Fall Personnel Conference* sponsored by the *Greater Bridgeport Personnel Association*. The conference was held November 27 at the University of Bridgeport, Bridgeport, Connecticut. Four workshop sessions followed the address. The first was on selling benefit plans to employees. Vencil F. Allman, training representative, employee relations department, E. I. du Pont de Nemours and Company, was the leader. Problems of salary administration were discussed at the second

workshop under the leadership of E. G. Wallof, management consultant. The third session considered grievance handling. Manpower development—skilled trades through top supervision was the subject for the fourth workshop. The leader was Leonard R. Brice, industrial relations director, Black-Clawson Company, Hamilton, Ohio, and president, American Society for Personnel Administration.

THE UNIVERSITY OF WISCONSIN conducted a one-week institute on human relations for foremen and supervisors November 5-9. In a session designed to revitalize the supervisor's role in management, to analyze

current responsibilities, and to seek opportunities for increasing leadership ability, T. C. Widder, assistant to the president, Deltex Rug Company, Oshkosh, spoke on the supervisor's role in management. Frank H. Reighard, industrial management institute, University of Wisconsin, talked about knowing people better. Dealing with people as individuals was discussed by James J. Lichty, industrial management institute, University of Wisconsin. Other topics included, job instruction; improving employee attitudes; principles of effective control; and self-analysis and self-improvement.

What's New in Publications

AN ILLUSTRATED REPORT ON CAREER OPPORTUNITIES with *Atlas Powder Company*, Wilmington, Delaware, has just been published. This booklet is designed for use in the company's recruitment of technically-trained personnel. It reviews career possibilities in such fields as basic and applied research, engineering, production, sales and various administrative and staff functions. Also included are actual job histories of various men and women on the Atlas staff. The publication opens with a statement by Atlas president Ralph K. Gottschall in which he notes that an employment decision "is one of the most important questions a person is faced with in a lifetime. It is our hope that this publication will help you decide how your own ambitions, your talents and your interests can find fulfillment at Atlas."

A UNIQUE WAY TO RECRUIT PERSONNEL was undertaken by *American Machine and Foundry Company*. They published a special 16-page illustrated magazine supplement entirely about AMF in the Sunday, November 4, edition of the *New York Times*. The back page of the magazine supplement was devoted entirely to the company's

personnel activities. One article discussed some of AMF's personnel philosophy, stressing the idea that human relations values come first. Another article reviewed the company's tuition program, and a third pointed out the various attractive living areas throughout the country where the company is recruiting personnel. A two-column ad running the length of the page featured the various job categories for which the company is recruiting personnel, and included a clip-out coupon that prospective employees could mail to the company. The American Machine and Foundry Company is located in New York.

PROFESSIONAL STANDARDS FOR PERSONNEL WORK is a new pamphlet published by the *Society for Personnel Administration*. Academic in tone, and illustrated with charts and tables, the publication presents useful information in a concise form. It was prepared by a committee on professional standards of the Society. In the section on emerging professionalization the authors list statements indicating the current status of personnel work. For instance, they find that personnel workers have a responsibility to society. Considerable research is con-

ducted. A growing body of personnel work is recorded. There is a growing awareness of ethical considerations associated with specialized knowledges and skill in personnel work. Personnel workers need certain distinct characteristics. Specialized training is available. Societies have been organized by personnel workers to provide for self-growth and the improvement of personnel practices. The conclusion is, however, that self-imposition of standards of admission and performance, and legal recognition of personnel are both necessary, and that the element most needed for the improvement of the quality of personnel work is professional competence. The report is particularly concerned with educational standards for personnel work and, as a corollary, with the most advantageous preparation for personnel work that students may seek. Interest in people is far from enough.

A Guide to College Recruitment is the title of another new pamphlet published by the society. The four chapters deal with planning the recruitment program; assembling the necessary data; recruiting at the school; and reporting and evaluation of results. According to the introduction, colleges and universities provide the source of personnel

for professional, scientific and technical fields of employment. It is essential, therefore, that an aggressive and continuing program to attract, employ and retain college graduates be pursued by all organizations, both public and private. Many graduates would find employment with a particular organization most desirable if adequate facts were made known to them. Although the personnel office must assume the major responsibility for planning, developing and administering college recruitment, the entire organization is responsible for coordinating, supporting and assisting in the college recruitment program. A successful program demands active support from top management. Personnel requirements must be known; recruitment funds must be provided; scientists, engineers or other professional personnel must be made available to participate in the activity. Recruiting drives must be reinforced by policies designed to retain, develop and make employment attractive to new recruits. The pamphlets are available at fifty cents each from the Society for Personnel Administration, 5506 Connecticut Avenue, N.W., Washington 15, D. C.

Looking Over the Employee Magazines

THE FOUR "IMPS" THAT CAUSE ACCIDENTS are delightfully illustrated in a cartoon which appeared in the October *Ore, Iron and Men*. A full page was devoted to the eye-catching slogan, "knowing's not enough." A grim-faced character is shown sliding the railing, the victim of IMPatience. A more detailed explanation reminds readers that impatience is an attitude of haste or lack of caution. He didn't go by the book because it might have caused a slight delay. Orderliness and planning eliminate the need for haste. The other "Imps:" IMProvising—he didn't use the right tool or method at the time and place.

Make proper preparations, don't improvise. IMPulsiveness—the injured person acted on the spur of the moment without considering the possible consequences. It is action without thought. Look before you leap. IMPunity—a good many times, a worker does not follow safety rules or safe work procedure. He does this again and again and finally his actions produce an injury. Don't develop the attitude of "it can't happen to me." It can happen.

The cartoon was taken from a safety film, "Knowing's Not Enough," produced by the United States Steel Corporation in Eastman color. It was shown to all em-

ployees. The idea of picking up material from the film to use in the magazine makes both media doubly effective. *Ore, Iron and Men* is edited by Bob Burke for the Oliver Iron Mining Division, United States Steel Corporation, from Duluth.

IF YOUR EMPLOYEES CAN BE PERSUADED TO PUT ON A BULLFIGHT you have material for an unusual and colorful feature article. Pfizer employees in Mexico City were just that obliging. Staged entirely by Pfizer personnel in honor of Meredith C. Hough, Manager for Mexico and Central America, and for the enjoyment of fellow employees, the *novillada* (an amateur bullfight as it is classed in the sport) featured a breath-taking round of five bullfights as the main sequence of events. Adding to the excitement, there were lively encounters for the lady bullfighters, who trained after work for the show. Colorful costumes and gay music sparked the general atmosphere of the fiesta, which was opened with the *desfile de reinas*—ten girls from the offices dressed in beautiful Spanish and Mexican dresses who were paraded around the ring in open cars before the fights began. In keeping with the fun of the occasion, another group of *matadores* switched to dancing and performed a lighthearted *cha-cha-cha* with their ladies in the arena. All of this provided a unique opportunity to picture employees in action. The fortunate editor of the *Pfizer Scene* is Henry J. Blossy.

A PICTURE STORY CALLED "NOON TIME" shows employees on their lunch hour, doing everything but eat. The *Ten J News* of the Federal Reserve Bank of Kansas City came up with this bright idea, and made a very pleasant feature out of it. Women are pictured shopping—of course. One man is shown resting outside in the sun, watching the traffic. Some of the men play cards, others talk or read, and one takes a catnap. A few of the fellows are even pictured stand-

ing on the corner watching the girls go by. Don Alexander is the editor.

OUR WORK GUARANTEES OUR WAGES, according to a story in the *Hammermill Bond* for October. Four posters illustrate the piece. The posters are to be used throughout the mill, and comprise the first of 12 chapters in a new series of manufacturing department posters being introduced as a daily reminder that our work guarantees our wages. The article goes on to say that "the poster program is designed to bring home to each of us that we have a serious role to play in the successful operation of the Mill." Each chapter in the series has a special theme, the first being "customers make jobs." Each of the four posters—all dealing with customers—remains on display for a week, so that there will be a new chapter each month. Subsequent chapters cover such subjects as costs, quality, service, waste, sales, competition, equipment and skill, safety, ideas, cooperation and productivity. A vital part of this new program is the distribution to all supervisors of *Advance Supervisor's Bulletins*, explaining in advance the purpose of each chapter theme. "It is the hope of the manufacturing department that this program will help give Hammermill a competitive edge in the coming year by keeping us all aware of the truth that our work guarantees our wages," the article concludes. John H. Arnold is the editor of the *Hammermill Bond*, published in Erie, Pa.

A NEWS DIGEST is printed in the middle of each issue of the *Colonial Ways*, published by Colonial Stores Incorporated. The editor is C. B. Amann, Jr. The section covers two pages, and is printed to look like typing, with highlights underlined. The news digest is described as a monthly report on things that affect you, your job, your company, and the important food industry. Sample items: "Consumer reception to eggs packaged in transparent plastic cartons was

reported excellent in six Maine cities where a test was made." "Rising supply costs will bring new pressures on chain profit structures in the near future." "Despite construction problems and slowdowns in some areas, 38 new stores have been opened since January. Indications are that objective of 50 new stores for the year may not be reached. We will come close, probably about 45 stores." The terse style, and the brevity of the items, give a hot-off-the-wire flavor to the section that makes it readable and interesting.

SPLIT PERSONALITY? queries an editorial in the *Sohio Sales Spotlight* for November. Illustrated with attractive drawings, the piece points out that some people talk about "a worker" . . . "consumer" . . . "an owner" as if they were three different people. As a matter of fact, there's no such division in America. Almost every one of us is a worker, a consumer, and an owner all within a 24-hour day. It's like a sort of split personality we assume at times during each day. At Sohio, the editor explains, the worker-owner-consumer personality has a particularly vital significance. Eighty-six per cent of all eligible Sohioans own stock in the company. Together, he says, we are its largest stockholder. As owners, we have a special reason for wanting to see it grow and prosper. As workers we are the only ones who can do something about that. For, as we take pride in our company, as we work for its continued progress, we aid our own material prosperity—help ourselves to get the most out of life.

GLAMOUR MARKS THE FIRST HALF OF THE OCTOBER ISSUE OF THE *Notecaster*, company publication of Hardware Mutuals. Rivalling spreads in picture or movie magazines, a lavishly illustrated piece on the life of a bachelor catches and holds the attention of the reader. The San Francisco background helps, of course. There are pictures of the bachelor and his various dates play-

ing on the beaches, dining on Top of the Mark, riding the cable cars. The bachelor happens to be Pacific office service manager for the company. The story carries a strong implication that working for Hardware Mutuals (an insurance company with offices coast to coast) makes it possible for a fellow to live in San Francisco, have a charming garden apartment, go to the theater and opera often, spend weekends at nearby resorts, and date lots of pretty girls. This is a very convincing piece of work.

The magazine uses a question box, with pictures of those answering the questions, on the back cover. Question for October: In your company career, what kind of work did you find most interesting? This is a subtly positive question that should make employees think happily of their jobs.

Another page in the magazine is titled *Newsreel*. It uses an arresting two-color layout. Short items like the following are used: "Hold the phone! Your suggestions are getting better all the time! As a consequence there are more in the hopper and there are more research projects going on. Where necessary, suggestions are tested in actual practice to determine their value . . . we're mentioning this in case you're one of those who sent in an idea some time ago and who may be wondering why it takes so long to go through." Publication editors are Bob Williams and Tom Woit.

There are many rating and training programs now offered to management for the development of executives and top men, but it is doubtful if any of these programs can be as effective as the executive's recognition of his own deficiencies and his sincere desire to know and understand himself.

Elizabeth and Francis Jennings
in *Human Relations for Management*
(Harper)

HELP WANTED

INDUSTRIAL RELATIONS ASSISTANT: Excellent opportunity to join a progressive Industrial Relations Staff in an expanding multi-plant firm. College graduate with degree in Industrial Relations or a related field. 1 to 3 years experience, preferably in salary administration and/or pensions and group insurance. Please send resume to Industrial Relations Dept., Dewey & Almy Chemical Company, Division of W. R. Grace & Co., 62 Whittemore Ave., Cambridge 40, Mass.

WAGE AND SALARY ADMINISTRATOR: Immediate opening exists for a man between the ages of 25 and 35 years, with experience or training in job evaluation, job description writing, and general wage and salary administration. Salary open. Eastern Virginia organization. Please send complete resume in initial letter to Box 481.

POSITIONS WANTED

ENGINEERING PERSONNEL AND LABOR RELATIONS: Mechanical Engineer, age 33, married, with BS and MS in Mechanical Engineering, is familiar with labor law, has six years varied experience in engineering department of large West Coast airframe manufacturer, desires position in Labor Relations, Wage and Salary Administration, or Personnel Management which will utilize combined background of engineering experience AND 3 years in management, negotiations, and contract administration for large technical employees association. Active in technical and professional societies. Interested in motivation and utilization of technical employees. Position must be with a progressive management. Present salary \$8,100. Reply Box 470.

INDUSTRIAL RELATIONS: Young man 25, single, veteran, seeks an opportunity in Industrial Relations. Have light experience in the construction field. Education includes an M.B.A.

from Graduate School of Business, New York University in January 1957. Degree was obtained through night school. Looking for the position that will give experience and the possibility of advancement. Travel or relocation no barrier. Reply Box 478.

INDUSTRIAL RELATIONS ADMINISTRATOR: Nearing completion of year's contract assuming full responsibilities of disabled Industrial Relations Director in multi-plant company. Now seek permanent assignment at comparable level. Direct contact with present employer invited. Total of 17 years' broad experience in all industrial relations and personnel functions. Professionally trained. Will relocate. Reply Box 479.

COMMUNITY RELATIONS—EMPLOYER SERVICES: Degree plus 20 years experience in public relations, employee services, community services and relations, communications and publications. Age 43. Desire change to job with a future and preferably connection with expanding industry in western U. S. Present salary \$5200. plus bonus as Advertising manager for small daily newspaper. Resume upon request. Reply Box 480.

MANAGEMENT TRAINING & DEVELOPMENT: Ph.D. Industr. Psych. 32.S.F. 3 years in the field at Industrial Relations of University of Chicago. Reply Box 482.

YOUNG MAN, age 27, married, one child. 5 years experience in personnel and recreation administration desires this type position. Excellent references. Present salary \$5440. Experience includes work as supervisor in employment interviewing, house organ editor, community recreation director, assistant chief industrial recreation, and public relations. Further details by writing Donald R. Wedge, P. O. Box 66, Fairborn, Ohio or call Dayton, Ohio, KEmmore 7111, Ext. 59115.

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.



PERSONNEL JOURNAL



March, 1957

Volume 35 Number 10

Let's Get Back to Sanity
in Recruiting Engineers

H. V. Mocnik

Needed—More Human Research

Cecil E. Goode

Re-Thinking the Foreman's Job

Harry Seligson

Arbitrator Suggests How to Do
Him Out of Work

B. Meredith Reid

Practical Group Psychotherapy
Reduces Supervisors' Anxiety

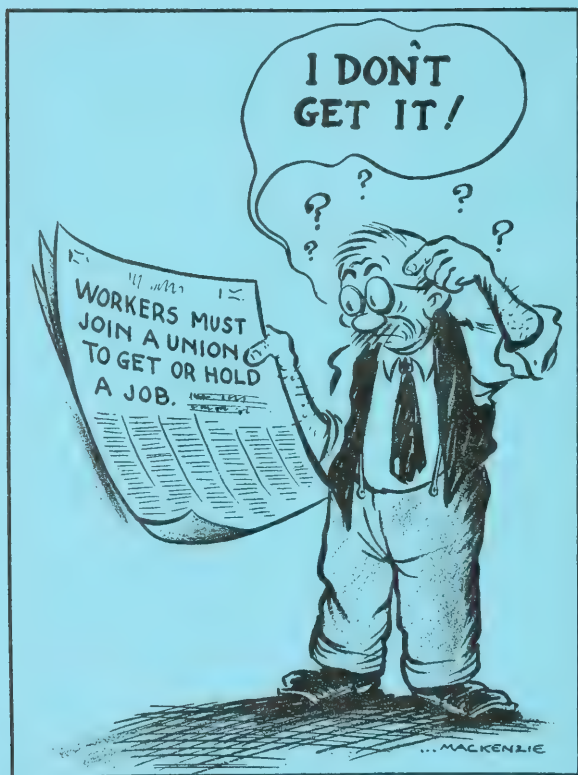
*George A. Peters
and Joseph G. Phelan*

Industrial Relations Directors:
An Annotated Bibliography

D. E. McFarland

As You Were Saying—

4 short pieces



A lot of people, like the man in the NAM cartoon, "don't get it". They don't understand what is unreasonable about giving a free American citizen the freedom to choose for himself whether to join a union or not join it. They don't understand—if the unions have a good case—why union leaders are unwilling even to let the people vote Yes or No on "right to work" laws. "The right . . . to join, or not to join, a labor union," says the *NAM Industrial Press Service*, "should be guaranteed throughout our country. But it isn't. Hundreds of thousands of working people find that they *must* join and pay dues to a union if they are to work at the jobs they want. In no other area of American life today is a basic freedom so obviously violated. In almost every other instance, freedom of choice is not only permitted but it is zealously guarded. Why is it not for working people?"

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

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Number 10

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

Conference Calendar

APRIL

- 1-2-3 Colorado Springs, Colo. Broadmoor Hotel
Newspaper Personnel Relations Association. Ninth Annual Conference. Warren G. Wheeler, Jr., % South Bend Tribune, South Bend, Ind.
- 4-5 Toronto, Canada. Royal York Hotel
The Personnel Association of Toronto, Inc. 15th Annual Conference. C. H. Rankin, Secretary, 120 Roxborough St. E. Toronto, Canada
- 9-10 Minneapolis, Minn. University of Minnesota
University of Minnesota. 15th Annual Industrial Relations Conference. Univ. of Minnesota, Herbert G. Heneman, Jr. Industrial Relations Center, Minneapolis 14, Minn.
- 15-18 Detroit, Mich. Statler Hotel
American Personnel & Guidance Association Inc. Annual Conference. American Personnel & Guidance Assn. Inc., 1534 "O" Street, N.W. Washington 5, D. C.
- 16-17 Berkeley, Calif. Claremont Hotel
California Personnel Management Association. 37th Pacific Coast Management Conference. California Personnel Mgt. Assn. Fifth Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley 4, Calif.
- 18-19 Nashville, Tenn. Hermitage Hotel
The University of Tennessee. 20th Annual Tennessee Industrial Personnel Conference. Mr. Roy F. Center, Jr. Coordinator of Conferences, 101 Perkins Hall, University of Tennessee, Knoxville, Tenn.
- 22-24 Richmond, Virginia. Hotel John Marshall
American Society for Personnel Administration. 9th Annual Conference. Mrs. Christine Winston, Conference Chairman, Hotel John Marshall, P. O. Box 299, Richmond, Va.
- 25-26 New York, N. Y. Hotel Statler
Society for Advancement of Management. 12th Annual Management Engineering Conference. SAM, 74-5th Ave. New York 11, N. Y.
- 26-27 Washington, D. C. Hotel Statler
Industrial Relations Research Association. Spring Conference. Edwin Young, Secy.-Treas. Industrial Relations Research Assn. Sterling Hall, University of Wisconsin, Madison 6, Wisc.

MAY

- 9-10-11 San Francisco, Calif. St. Francis Hotel
International Association of Personnel Women. 7th Annual Conference. Margaret C. Ritchie, Conference Chairman, % Dept. of Industrial Relations, State of California, 965 Mission St. San Francisco 3, Calif.
- 17-21 Fort Worth, Texas. Hotel Texas
American Society of Training Directors. 13th Annual Conference. John N. Watson, % CONVAIR, Training Section, Fort Worth, Texas

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

I WAS TALKING THE OTHER DAY WITH COURTNEY SMITH, the able young president of Swarthmore College. We were discussing some problems of organization and administration and I remarked on the importance of knowing what were the boundaries of authority in order that executives might be held fully accountable. He remarked that he thought perhaps there were places where it would be better to have the lines of authority somewhat loose; that in such circumstances men sometimes work better together.

Actually, it probably is a matter of effective working together rather than lines of authority. Some people work best where the lines are sharply drawn and others work better with a little give and take. In the end, it is a question of "smooth working in harness". I think Dr. Smith's comment is more applicable to university administration than it is to business. In business, it is risky to leave lines of responsibility undefined.

This brief discussion illustrates again the difficulty of reducing administration to anything approaching an exact science. The art in administration will always transcend the science.

MR. PEARSON, ASSISTANT TO THE PRESIDENT of the Great Northern Railway Company in St. Paul, Minnesota, has found that *Personnel Journal* is of help to supervisors of the railroad. About 25 subscriptions go to selected supervisors who had indicated interest and Mr. Pearson is enthusiastic about the value of *Personnel Journal* to these busy front-line men.

THE PHOENIX PERSONNEL MANAGEMENT ASSOCIATION conducts each year the Arizona Personnel Management Conference, formerly known as the Arizona Personnel

Forum. Leroy Brenneman, president of the Association and personnel director of the City of Phoenix, was kind enough to invite me to participate in this year's conference, January 17 and 18. It is always a matter of special interest to attend these conferences and even more so to participate in the programs. I was sorry that press of business made it impossible to fit in this long trip. It is my hope that the timing will permit me to attend another such conference.

More-Truth-Than-Poetry Dep't: The caption of a 'Strictly Business' cartoon which shows a secretary bringing in a load of mail to the boss says: "There's one answer to your ad for a clerk, and 600 replies to your feeler for a junior executive!"

IT IS SOMETIMES STARTLING to find how two people can look at the same statement or set of facts and see quite different things in them. You may recall Joe Fagot's article in our September 1956 issue, entitled "Office Unionization: How to Prevent It". To me it seemed to say quite inoffensively that the way to avoid unionization of your office people is to treat them as well and give them as much as they have a right to expect so that they won't be inclined to organize to get more. But to John A. Geshner, vice chairman of the Council of Western Electric Technical Employees National (Union)—well, read what Mr. Geshner wrote me:

"Mr. Fagot concisely establishes the shortcomings of those managers and/or employers, who either never knew or have forgotten the problems of the employee. Several things stand out in my mind aside from my appreciation of this article.

"It is my opinion that the article should be entitled—"Why Office Employees Unionize". An employer and/or manager doesn't prevent unionization! Rather, he must by his actions indicate that he thinks positively about the

welfare of his employees and, what is most important, he must communicate these actions and their result to each employee.

"This may seem like a great responsibility to many managers, but this, in essence, is why they are managers. When this positive thinking becomes inadequate or does not exist, his employees will organize and, jointly, they will encourage him to act and think positively about their welfare through the avenues of collective bargaining.

"Organized employees have set the pattern for most programs promoting employee welfare. Some of the more important of these, like the 40-hour week, paid vacations, and minimum wage, and other laws, certainly would have taken much longer to develop if it weren't for organized labor. Some students of the subject even doubt that these would have developed at all if it weren't for the steady pressure of organized labor. Similarly, benefits withheld from unorganized office employees will be sought by these unorganized office employees through the process of organizing because of the benefits enjoyed and publicized by the organized employee.

"At the risk of seeming to be unrealistic, these two things indicate to me that the organization of all employees is eventually inevitable. If and when this occurs, then and only then can we say that true competition in the so-called labor market will have been established. The inefficient or inept manager, who seeks profit for himself or his employer from the "hides" of his employees, rather than from "building a better mousetrap", will be relegated to a less responsible position, where he belongs.

"One may delay unionization of any group of employees by forthright positive action for the benefit of these employees, but one can certainly not prevent it."

The day I received Mr. Geshner's letter, I read a long dispatch put out by *Associated Press*, headed "Reuther for Union Drive in Offices—Seeks 18 Million New Members". A few days later I read a short report in the *New York Herald Tribune* headed "Union Drive Gaining for Engineers".

All I can say in summary is that some

of us are going to have to reconsider our relations with salaried employees. Certainly we cannot please everybody, but it might be a good idea for each of us to examine his policies, procedures and pay scales and decide for himself what the unions can do for his employees that he cannot do himself.

"Snedden's 20 words" is the name given to a quick and rather rough intelligence test, given orally. The principle of the thing is that you ask a man a question, employing a selected word in asking it. If he doesn't know the word he won't know how to answer, and thus you can peg his vocabulary level and consequently his intelligence level. Recently, a TV skit was put on by a man who went around asking people whether President Eisenhower was "superfluous". Several people engaged in a detailed discussion without actually understanding the meaning of the word but insisting that they did. Try this on your friends sometime. Years ago, Thorndike published a dictionary with words arranged in order of difficulty, from which selections of suitable difficulty can be made.

IN MY RECENT VISIT TO THE INDUSTRIAL AND LABOR RELATIONS SCHOOL at Cornell I had an opportunity to examine the editorial policy of its quarterly journal and was further impressed with the considerable scholarship which goes into the work which appears in it. It is, of course, primarily a labor journal. A review of the contents of the first six volumes shows that 71% of the material deals with organized labor or with broad labor problems. The remaining 29% is scattered over a rather wide range of topics. Anyone primarily concerned with labor problems or labor economics ought to read the Review.

PERSONNEL PROVERB

"Individual progress requires three fundamental qualities: intelligence, persistence, and conciliation."

I HEARD A STORY NOT LONG AGO of a successful method of recruiting college graduates. An insurance man had an idea that works about like this: Make arrangements to have an effective speaker tell the story of life insurance to the juniors and seniors in colleges located in the area in which the company wishes to concentrate. An observer accompanies the speaker and his job is to watch the degree of interest shown by individual boys. These are identified and are later talked to individually to determine their interest in undertaking actual sales of life insurance during the remainder of their college period.

Those who wish to try it are given the necessary instruction and are assisted in obtaining the required license. They are prohibited from soliciting anywhere but in the circles in which they are then moving—their college mates and friends. It turns out that those who have any real talent and interest in life insurance sales will actually produce business and will mature their interest to a point where it becomes attractive as a life career.

This is a new application of a very old idea, one which is being extensively used in high schools. It is a variation of the method used by some of the so-called co-op colleges where the student spends one term at work and one term in college. The purpose of this arrangement is two-fold; to enable the student to help pay his way through college; and to give him varied experience before graduation.

There appears to be room for new ideas in college recruiting and I should think a principal aim would be to make sure that the newly employed college graduate is likely to find himself in a congenial situation after he has been on the payroll a little while.

I have been reading on the subject of how thinking and reasoning take place and was especially interested in the account of reasoning

in animals. I have a new hunting horse, "Gingerbread", who seems to be able to reason practically. He was about to jump a fence recently when another horse stopped dead on the other side of the fence. He paused in his flight until the other horse and rider moved away and then popped over. I thought, for a minute, I wouldn't go with him! A week before, a horse had refused to jump the fence in front of us and had crossed our path. Gingerbread merely swerved a little and jumped the fence right behind the other horse. Don't tell me animals can't think!

MORT BACHMAN HEADS THE INDUSTRIAL RELATIONS SECTION of the Chamber of Commerce of Greater Philadelphia. One of his extra jobs is writing the newsy column for the Chamber of Commerce News which he calls "Industrial Notes and Bolts". In a recent issue, he quoted what he says is his favorite union constitution clause. It comes from the Constitution of the Teamsters International Union and goes as follows:

"The General President, for the purpose of promoting the interests and welfare of the International and the making of diplomatic contacts with other organizations and institutions, and for the purpose of conserving his health, may in his discretion travel in this country or abroad and may take periodic rests. The General Executive Board shall provide for all expenses of the General President when performing the services mentioned herein or when taking periodic rests; the said expenses shall include travel in this country and abroad, the full and complete maintenance of his wife so that she can accompany the General President, and all secretarial help and services which he deems necessary while engaged as afore mentioned. The expenses provided for herein are in addition to all other constitutional compensation and allowances."

Nice work, if you can get it!

Ned Hay

Let's Get Back to Sanity in Recruiting Engineers

By H. V. Mocnik
Personnel Administrator
The Fluor Corporation, Ltd., Los Angeles

WE on the engineer-receiving end, I firmly believe, have a great responsibility in connection with the recruitment and employment of engineers. As personnel officers we owe it to ourselves and our employers to shoulder that responsibility.

Like many other personnel managers, each year I find myself talking with hundreds of college students. And each year I find myself ashamed of, and frustrated with, my fellow personnel workers. Why?

From my personnel studies at the University of Illinois and some ten years of personnel experience, I have been attempting to follow the principles of the definition of "personnel management". But nowhere in that definition have I found the words:

<i>Proselyte</i>	<i>Tax the public</i>
<i>Mislead</i>	<i>Reduce profits</i>
<i>Confuse</i>	<i>Lose contracts</i>
<i>Spiral costs</i>	<i>Cost plus</i>

Yet, I am afraid many men of business and my personnel colleagues of today, make no bones about proselyting engineers through various means, the dollar sign being the most common. They discover a bright young college student and offer him a salary of \$450 to \$500 to start.

Remember this is a young man with nothing more than an aptitude to learn and the "potential" to become an engineer. He is not an engineer. They mislead him by forgetting to tell him that he may not get a salary raise for one or two years to make up for the high starting salary. They forget to tell him that in reality he will be of little

The bait put before engineering graduates to get them to sign up is even more tempting in some instances than the author suggests. Tuition aid and bonuses of various other kinds are proffered in addition to the out-of-this-world starting salaries, reminding of the competition for star athletes. Has the practice gone too far and is it time to halt and reverse the trend? If you employ engineers, what are you thinking about it?

value to the firm for at least a year. They forget to tell him that his starting salary will affect everyone in the firm from the janitor to the president because, unless a proportionate salary increase is granted to everyone else in the firm, salary problems will prevail heavily.

I need not elaborate on this point to anyone that has read past the first chapter of any personnel management book, yet today the average starting salary for college engineers probably will be \$450 unless persons with a responsible view of the student, business, and our great country stop those that can be charged with the above listed words.

If you are a personnel manager responsible for salary administration and sincerely interested in the growth of your company and its employees, how can you look your boss in the eye while recommending an

unrealistic starting salary for a boy just out of engineering school?

OBLIGATION TO ALL COMPANY EMPLOYEES

My boss, Mr. Ellsworth, Vice President and General Manager of the Engineering-Construction Division, would not be too surprised if I told him that Fluor will have to pay \$450 to \$500 to obtain qualified, inexperienced college engineers. Yet he is willing to take that recommendation only because he trusts me with the responsibility of making sound personnel recommendations. I could easily make that recommendation, *but* I would not be able ever to have a clear conscience again.

I know that for my company and country to continue to progress, and in order to build a sound economy, I have to take the hard way—convince the operating department managers and supervisors that we will remain calm and grant equitable compensation and humane consideration to all of our employees and not insult their sense of intelligence with false measures. We will continue to select qualified employees, promote, and increase salaries based on individual ability, and, as in the past, remain a "good" place to work.

As Personnel Manager, please review the fundamentals of our profession and scan through a good book on economics. Then let's all pull together and continue to raise the level of our work in the eyes of everyone rather than push it back to the "back slapping" stage.

To you college recruiters—if you are not responsible for recommending and setting company policy, then I realize that you "take orders", but remember if you plan a career in personnel, you have a lot at stake. Guide the student, present honest facts, be fair and know that when a student accepts your offer, if he later leaves your firm it is not due to the false facts presented in your first meeting with him.

To you "valuable" college engineers—

I need not discuss further the values that must be constantly before you. You represent the future of our country. Don't take it lightly and don't let a free cocktail party, plant tour, expense check, high salary, etc., blind you to the solid facts of life. Ask questions, weigh the answers carefully, make a decision, then work hard at making your place in the firm.

We of The Fluor Corporation, Ltd., in the past, the present, and in the future, will continue to employ top quality engineers and we will do it without resorting to unscrupulous methods. We will not jeopardize the future of the lives of millions of people.

My open letter to all is in essence merely a plea to go back to our historic American philosophy of being a great nation through a combination of honesty, intelligence, and common understanding.

In the more than eighty years the Chicago stock yards have been in existence, 500,000,000 hogs have been unloaded, according to Harold H. Martin in the Saturday Evening Post. They have been forced down cleated ramps only by means of blows, with poles, prods, electric buzzers, punches, kicks and curses. Seeing this messy procedure for the first time, Wood Prince, new president of the Union Stock Yards, asked his general superintendant, Frank Flynn, why a hog chute in the form of a flight of stairs could not be built. An old hand, Flynn in all his days had never heard of hogs being driven down a flight of stairs. But when the first experiment was tried on a stairway adjusted to the short legs of the hogs, they tripped down happily. Prince attributed his success in solving this centuries-old problem to his "ignorance of hogs and the historic methods of handling them." Martin adds: "If he had been an experienced livestock man, steeped in the tradition of the yards, the simple thought might never have occurred to him that if people feel more sure-footed and confident on a stairway than on a sloping ramp, a hog might feel the same way."

Edward Hodnett in
The Art of Problem Solving
(Harper)

Needed—More Human Research

By CECIL E. GOODE

"Statistics and economic history clearly show that the world must progress in balance. That is materially, spiritually, and socially, at approximately equal rates of growth."—Roger Babson

THE world must progress in balance, concludes business economist Roger Babson. But instead, we know that at the present time knowledge of human nature is lagging behind knowledge of mechanical power and of the physical sciences. We have learned about the physical world and how to harness it for the benefit of man before we have learned about the nature of man and how to control him.

As Raymond Fosdick puts it, "We are discovering the right things in the wrong order, which is another way of saying that we are learning how to control nature before we have learned how to control ourselves."

In our preoccupation with developing products, engineering methods to produce them, and efforts to sell them, it seems almost that we have taken human beings for granted. We have assumed that we know all about them. Our management practices with respect to people have been developed on the basis of hunch, tradition, and what the other fellow is doing.

In many management set-ups, research in management and personnel administration has involved merely conducting correspondence, interviews, and inspection trips to find out what other companies are doing. The arm-chair method of rationalizing human behavior and developing management policies and practices in personnel administration reminds us of the Burma Shave jingle seen along a southern highway:

Said lovely rider
To careless dear:

The U.S. government and industry together spend some three billions annually for research. The government, which provides about three-fifths of the funds, earmarked only 31.5 millions for social science research in fiscal '56—1.4% of the total. The author pleads for more human relations research, more co-ordination. The man on the street may think we already know enough about people; the truth is that we don't even know ourselves.

Let's have less bull
And lot's more steer.

What we need is more "steer" in our understanding of human behavior and in management policies and practices which bear on the most important single factor in production: the human factor.

But new interest in the study of human relations is now developing, particularly with respect to working organizations. This new interest is in how human beings behave, not merely as individuals but as members of a group in a particular social setting and work environment. Most of this interest has revealed itself in the organization of university institutes and laboratories of human relations, much of it under government and foundation sponsorship.

NEW INTEREST IN HUMAN RESEARCH

As an example of foundation interest, let us take the 1950 Report of the Trustees of the Ford Foundation. It spells out human relations as one of the five areas needing action: "The Ford Foundation will support

scientific activities designed to increase knowledge of factors which influence or determine human conduct, and to extend such knowledge for the maximum benefit of individuals and of society." Other foundations have revealed the same concern and are backing needed research.

Little actually has been done by industry itself except through cooperation as guinea pigs with research organizations. But some of today's industrial statesmen are seeing the need for inquiring into the nature of human beings and their relations together. Henry Ford II has said that the problem of human relationships is one of the greatest problems confronting American industry today and that it needs the benefit of scientific thinking. Clarence Francis has said that it is ironic that Americans who are the most advanced industrial people in the world should have waited so late to inquire into the most promising single source of productivity, the human factor.

H. Fred Willkie, brother of Wendell Willkie, feels that research is so important that a position should be devoted to it in the President's Cabinet to be known as the Secretary of Research. He also has proposed that a national office of bibliography be established to explore and abstract all printed research results. This he feels would make easier the translation of research into practice.

HOW MUCH RESEARCH IS BEING DONE?

No one questions that research and development are essential to progress. No company questions the provision of a substantial budget to develop and improve its products. Unorganized research by inventors working on their own, and later the organized variety performed by the industries themselves, has been one of the most important factors in economic progress in this country.

Benjamin Fairless, Chairman of the Board of United States Steel, estimated that we spent more than three billion dol-

lars for research in 1953. This is probably a good enough estimate for our purpose. The Federal government spends about two billion dollars a year for research conducted directly by the government and that sponsored by the government through contract. As will be seen, the Federal government is the main sponsor of research.

Most of the money and effort expended in the name of science and research by industry is spent by the largest concerns. A survey by the Bureau of Labor Statistics of almost 2,000 companies revealed that 40% of all research personnel were employed by companies with 25,000 or more employees. The survey showed that there were 97,000 engineering and scientific workers engaged in research during 1952. In addition, there were 143,000 supporting workers, making a total of 240,000. When we compare this with our total labor force of more than 65 million, we see that only a tiny fraction of our manpower is used in research of any kind.

HUMAN RESEARCH LACKS GLAMOR

The amount of the relatively small research budget devoted to human relations is almost insignificant. The Federal government, for example, which spends about three-fifths of the total national outlay for research, was to spend only 31.5 million dollars for social science research during the fiscal year 1956. This is only 1.4% of the total. We can realize how small this amount is when we compare it with the estimated cost of research to bring on to the market only one product. Dr. Myron Rand of the National Academy of Sciences has estimated that it cost \$500,000 to bring out the first can of frozen orange juice and \$6,000,000 for the first pair of nylon hose.

What is needed now is some real pioneering in the social sciences. The problem is that human relations research appears unglamorous when compared with atomic research and popular science literature and

outer space TV shows. Herbert A. Simon expresses the need colorfully when he says that "the social sciences need some of the spectacular flights of unfettered fancy that have proved so fruitful in the natural sciences."

UNIVERSITIES LEAD THE WAY

Some of our universities are doing outstanding work toward shedding light on human beings, their motives, and how they live and work together. Examples of some of this outstanding work is that done by the University of Chicago, University of Minnesota, Yale and Princeton in industrial relations. The University of Michigan's Institute for Social Research is getting considerable attention for its far-reaching work on group dynamics and morale, productivity, and supervision. Ohio State is doing some outstanding work on leadership and the Massachusetts Institute of Technology on organizational structure and communications.

Yale's Institute of Human Relations, founded in 1929, has as its goal the correlation of knowledge and coordination of techniques in related fields so that greater progress may be made in the understanding of human life. Pennsylvania is attempting to study inter-group tensions; too much, the Pennsylvania group feels, social workers, psychiatrists, and counselors have stressed only the individual needs and personalities of people rather than the fact that each person is a member of a group and that he must live and function as a member of that group.

Harvard's Laboratory of Social Relations is doing very interesting basic research on such things as group structure, group leadership, decision-making and how many members are optimum for a committee. Boston University is conducting studies on relations between ethnic groups and conflicts between younger and older members.

The National Science Foundation was established to provide leadership for the

nation's research but even yet there is more correlation needed, particularly in the social sciences. Working organizations need to do their part; they cannot leave all research to the universities and the foundations. Every working organization can do some personnel research if they know what is needed and that their results can be added to those of other organizations—thus contributing to a meaningful fabric.

MUST ORGANIZE ON NATIONAL SCALE

There should be a central planning and coordinating group to lay out research needs and a general framework for the conduct of research projects by many and diverse groups so that all human research activities will fit together. This central planning and coordinating group could be in the Federal government, perhaps in the National Science Foundation, but that would not be necessary. A private foundation could do it with support from all interested groups and organizations.

The central research organization should also relate research results to practice. Part of our difficulty has been that the administrator who has the job of action oftentimes has not understood the language of the researcher. We need to bridge this gap between science and practice. The suggested central organization should collate research findings and translate them into plain language so that management practitioners can put them into ready practice.

EVERYBODY EXPERT IN HUMAN REALM

The difficulty with research on human beings is that the uninitiated tends to think that it is unnecessary. Everyone thinks he knows all about people, but the truth of the matter is that everyone does not know about people; he does not know even about himself.

Robert Kahn of the University of Michigan complains, "There is nothing we can say that somebody does not know already. If we make a study and say that it

appears that under certain conditions a certain organization functions better when its leaders study every problem carefully before tackling it, people will say, 'that's nothing new. I've always said "look before you leap"'. On the other hand, if we say that our studies show that the organization functions better when the leader is a man of immediate action, the same people will say, 'that's nothing new, I've always said "he who hesitates is lost"'. "

About the Authors

H. V. Mocnik, personnel administrator with The Fluor Corporation Ltd., Los Angeles, in 1948 graduated from the University of Illinois with a degree in Personnel and Industrial Relations, and has completed several units towards an MS. After a short period in all phases of personnel and industrial relations, Mr. Mocnik was with the Merchants and Manufacturers Association in Los Angeles for three years before joining Fluor in 1953. He is personnel manager of Fluor's Engineering-Construction Division, having some 2,000 technical people.

Cecil E. Goode is editor of *Personnel Administration*, bi-monthly journal of the Society for Personnel Administration, of which he was president in 1950-51. In addition he is a special assistant to the Assistant Secretary of Defense for Manpower, Personnel and Reserve, in Washington, D. C. Formerly Mr. Goode served as staff director for one of the Hoover Commission task forces, and earlier as director of personnel for the Federal Civil Defense Administration. He has been in personnel work since graduating from Purdue about eighteen years ago.

Harry Seligson, Professor of Industrial Relations and Economics at the University of Denver, received his A.B. and LL.B. from the University of Michigan and his Ph.D. from the University of Colorado. From 1929 on he worked in Detroit in personnel administration, industrial relations, contract negotiations; he was also a labor relations consultant and a special lecturer in personnel administration and labor law at Wayne University, Detroit. Dr. Seligson joined the University of Denver in 1947. He is a labor arbitrator, and edits *Western Business Re-*

view, a new quarterly published by Denver's College of Business Administration.

In the field of human study every truth that is established will appear to be already known by most people. Actually it will not be already known—it may be suspected by some people, but they will not be sure of it. We are considerably ahead even if we merely verify assumed facts. In decades hence if we can be reasonably sure of the answers on many of the seemingly simple problems of human behavior now facing us, the working world will indeed have progressed.

B. Meredith Reid of Pittsburgh, a veteran of both World Wars, since 1950 has been arbitrating issues concerned with job evaluation, wage administration, grievances, discipline and wages in a number of industries. He has an A.B. from Georgetown University and an LL.B. from the University of Pittsburgh; was Professor of Law at Duquesne, and one-time Deputy Attorney General of Pennsylvania. Mr. Reid is a member of the National Academy of Arbitrators.

George A. Peters is a consulting psychologist in Newark, New Jersey. He has served as classification and assignment officer, personnel psychologist and research psychologist with the federal government, and was formerly senior psychologist of the Alcoholism Study Unit at the Philadelphia General Hospital. In sending us the article, Dr. Peters wished to acknowledge the suggestions and evaluation of role-playing experiences given by *Malcolm Shaw*, director of the executive communications program of the American Management Association—formerly training director of the Tube Division, Radio Corporation of America.

Joseph G. Phelan was an assistant professor at Stevens Institute of Technology when he collaborated with Dr. Peters on the article in this issue; last Fall he joined Bruce Payne & Associates, Inc., management consultants of Westport, Conn. Dr. Phelan has engaged in personnel evaluation and executive development with a number of companies, and has published several articles.

(Continued on page 385)

Re-Thinking the Foreman's Job

By HARRY SELIGSON
Professor of Industrial Relations
University of Denver

THE foreman usually supervises between ten and twenty-five workers. A typical description of his job would include the following duties: Select and induct new employees; Train workers; Interpret company policies and regulations; Give orders; Assign duties and responsibilities; Maintain discipline; Handle complaints and grievances; Inform employees about changes; Rate employees; Develop employees by means of transfers, promotions, increases; Help employees who are in trouble; Coordinate the activities of his employees and the work processes; Inspect work; See that equipment is maintained in good condition; Look after the housekeeping of his unit; Safeguard the health and safety of his employees; Maintain quality; Eliminate waste; Keep production and other records; Prepare reports; Cooperate with executives and other departments; Attend numerous meetings.

Some of these duties he performs all by himself; on others he may have an assistant; and for still others, staff departments are available for consultation and advice. But the responsibility for the productiveness of his unit is his alone.

To accomplish these responsibilities, the job specification would show that he must be a leader, tactful, energetic, have initiative, possess technical knowledge, be a conference and discussion leader, know how to motivate employees, be a "human relations" expert, and possess other traits too numerous to mention.

Have foremen always had the many duties detailed above? Does the foreman of today fulfill the same functions as his predecessors of a generation ago?

It is time, says the author, to recognize that the foreman's job has changed materially and to write a new job description. Whereas he used to be in complete control of his section, in many instances the unions and various staff members have taken over a number of his previous functions and diluted his authority. The net result is that he no longer can be held wholly responsible for production.

It is impossible to place exact time limits upon these developments, but for our purposes we can say that up to the last twenty-five years the foreman was in complete control of his department. He hired, trained, regulated personnel transactions and movements—such as transfers, promotions, demotions, wage increases, and dispensed awards and punishments. He was an authoritarian; benevolent or tyrannical as the case might be.

Under the non-psychological atmosphere prevailing some years ago in employee relations, production—the goal of the enterprise—was accomplished by ordering and drivership. Respect and fear were earned by the foreman principally by his technical competence, and perhaps in some cases by physical brawn. Only in rare cases was there an appeal from his decisions.

Since there were no general personnel policies, each foreman had considerable leeway and discretion in handling his employees. Thus he was a figure to be reckoned with. The employees knew this. To them

he was the company. The foreman was expected to get production out, but along with the responsibility thus imposed upon him, he was given the authority to accomplish his mission. His position was truly crucial and vital in the managerial hierarchy. He was the key to production.

FOREMAN'S JOB ERODED

In the last quarter-century the position of foreman, as we have known it traditionally, has been eroded. This has not been deliberate. We still render lip-service to the key role he is supposed to hold. But times and events have by-passed him. Unions, personnel administration, the "science" of human relations have all contributed to this development. Collective bargaining contracts, labor legislation, personnel policies, have placed severe restrictions on the uncontrolled authority of the foreman.

Drivership has been replaced by leadership. The foreman is expected to motivate the employee. But the basis for motivation—rewards and penalties—does not rest in the hands of the foreman any longer. The rewards have been provided by others: by unions through collective bargaining, and by management through personnel policies. Penalties are frowned upon; the new "human relations" approach requires their use in moderation. The foreman is expected to investigate the causes of employee maladjustment. Punishment, if used at all, is relied upon only as a last resort.

The foreman becomes the confidante of his employees. He is expected to create a permissive atmosphere which will not only encourage his employees to produce to their fullest capacities, but also to look upon him as their friend and counselor. But outlets in the form of grievance procedures and appeals to higher-ups are provided if the employee desires to challenge his decisions.

We say that if the foreman possesses the traits deemed necessary for such a position, and learns the art and skill of handling people, he will be able to keep to a minimum the number of complaints going through

the grievance procedure. And for help and guidance in this, the most difficult of all applied sciences, we have surrounded him with a web of staff and administrative departments, ready to counsel, train, and in some cases, relieve him of some of the more onerous decisions.

LEADING TO FOREMAN FRUSTRATION

Consequently, we subject him to continuous and extensive training in order to qualify him for the multitude of duties heaped upon him. We lift up his ego by saying that his job is now professionalized. We laud him as a member of the "management team" (we are still petrified when we think in retrospect how close he came to joining the unions in the 1930's). And we expose him to all the other pious platitudes and clichés which abound so profusely when we speak of the star role of the foreman as the key man in the organization.

Obviously, the job of today's foreman is considerably different from what it used to be. Obviously, too, the authoritarian, driving, petty, dictatorial foreman of the past cannot and should not be resuscitated.

But while we have continued to pile upon the foreman duty after duty, we have at the same time diluted the effectiveness of his job. In a nutshell, this is the situation: We expect a great deal from the foreman. The duties imposed upon him indicate this. We want him to continuously increase the productivity of the employees he supervises; but while we continue to emphasize his responsibility in this direction we cannot possibly invest him with the authority which is commensurate with this responsibility.

Consequently, our thinking is muddy. We are subjecting the foreman to more training than he needs to do his altered job, and we have frustrated foremen on our hands.

It is time to rethink the job of foreman, to divest him of the many duties currently

Arbitrator Suggests How to Do Him Out of Work

By B. MEREDITH REID
Attorney-Arbitrator
Pittsburgh, Pennsylvania

WITH Spring just around the corner, your Sunday paper, like mine, is full of ads of garden tools. But people are the flowers in my garden, and among the tools of my trade are almost a dozen volumes on my office shelves, in which my own Decisions and Awards are printed in company with those from many much more distinguished arbitrators.

The books, of course, are "Labor Arbitration Reports"—B.N.A. (Bureau of National Affairs, Inc., Washington, D. C.) and "American Labor Arbitration Awards"—P.H. (Prentice-Hall, New York). As I gaze at this growing collection I think of the old arbitrator's warning, "If you write enough opinions, you may write yourself out of business."

Perhaps there is more than wry humor hidden in that warning: some of the old-timers with vast backgrounds hardly ever appear in these volumes. Is it because they have written themselves out of business? No, because some whom I know—one or two in Washington, for example—are in great and continued demand in certain industries and they are forever flying into the blue.

All is not sweetness and light for arbitrators. Like the prize pig at the Fair, the good and bad points of most of them are open to the gaze of all and every man is his own expert. You who read this are management's spokesman. You have an arbitration coming up and you have been consulted about Joe Blow's name on a panel of arbitrators which has been submitted either by the

Arbitrators' published opinions and awards are intended to help you pick a good umpire. But reading them carefully may lead you to a solution of your own knotty problem and save you and the union from going to arbitration at all. In effect the author says: "If this be treason to arbitrators, let personnel men make the most of it!"

American Arbitration Association or the Federal Mediation and Conciliation Service, depending upon which agency is named in your labor agreement.

Yours may be a discharge case. You can run that category down easily enough and you find that Joe has had his middlin share of these. Of the printed ones, all but one show he ordered reinstatement. You know Joe will be all right with the union, but it's two to one you scratch him.

Let's change the slides of the magic lantern. Your problem now is a management function dispute in a rather complicated type of basic issue. There, the few cases cited show that the company has been upheld by Joe on a three-to-one score. You guessed it—this time you would say Yes. This time the union would say No.

This, I respectfully submit, is not the best way to use these tools correctly. Joe is either a good arbitrator, or not. That is the real conclusion the two divergent seekers after light should come up with. In-

stead, they are simply reading batting averages or examining the won and lost column, forgetting entirely that even these may be in error. Because, in all of the arbitrator's other cases not printed—either not permitted to be printed by the parties, too poor to be printed, not submitted by the arbitrator, or not pertinent to the publisher—Joe Blow might have shown a complete reversal of form.

HOW TO USE B.N.A. AND P.H.

The published Opinions in B.N.A. and P.H. should be examined first for logic, comprehension, spark of humor, clarity and, of course, any indicia of prejudice or fairness. What does it matter what the score card shows? These tools are poor tools, indeed, if used as a Racing Form. They are good tools only if they are used carefully to pick arbitrators.

To tack this premise down a little tighter, the greatest value to you in the use of these tools lies in the opportunity to develop and evaluate the issue and determine whether you should go to arbitration at all. Their true value, where no attention need be paid to personalities and prejudices, lies in using them as tools to determine what to do with the issues in their third stage.

CAREFUL READING MAY VETO ARBITRATION

Before arbitration is when you should do your spade work, make your careful study of the authorities, their reasoning and logic, all for the purpose of determining whether you have made a logical, fair evaluation of your issue, your particular problem, the grievance before you. Perhaps you may be guilty of looking at the matter through rose-colored glasses. Take a look at it from the other fellow's viewpoint, the union's, as explained in the printed cases and the arbitrator's considered Opinion.

Seek first the reasoning, find out what the weight of authorities is on your prob-

lem, and then you may well solve your problem by deciding to dispose of the matter in one of the grievance steps.

Am I talking myself out of business? Does this smack of something in restraint of trade by an arbitrator? Any good arbitrator will tell you candidly there is not an Opinion and Award published in all the books combined, by the best arbitrators in the business, which equals in effectiveness, in acceptance, in freedom from complications, in healthy, harmonious human relations, the decision and solution the parties arrive at themselves—the flower of their own spade work and proper use of available tools; in this case, published Opinions.

"When your men stop griping, watch out for trouble." The wise officer knows that his men haven't really stopped griping; he has stopped bearing them.

John Perry and Robert Ware Straus
in *Human Relations for Management*
(Harper)

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Practical Group Psychotherapy Reduces Supervisors' Anxiety

By GEORGE A. PETERS
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THE role of the first-line supervisor, and how he affects employee morale, company loyalties and productivity, is important to those of us who are interested in the improvement of management practices. Our aim is to motivate workers so that they will be eager to perform at something like their potential capacities. But the attitudes of many supervisors limit the effectiveness of some of our best employee-centered plans. In fact, these attitudes, which seem to be pathologic manifestations of the supervisors' personality, sometimes account for entirely unexpected and detrimental results.

There are probably many industrial supervisors who are actually in dire need of some psychotherapeutic help. With better personal adjustment, they would prove more efficient in their work and could establish more wholesome relationships with their subordinates.

But the cost of any program of intensive psychotherapy would prevent any company from underwriting such a plan. A business can afford to be humanitarian only so far as it directly or indirectly increases profits. Now, if there were some less expensive and less time-consuming manner of improving the character of relationships among workers, it should be welcomed as a new way of handling the serious "human factor" in industry.

Many supervisors, say the authors, badly need psychotherapy. To give it to them individually would cost more than any company can afford. Group treatment by a special kind of intensive role playing is recommended, with a warning that it should be tried only by a qualified psychologist, physician or social worker.

One finding which emphasizes the importance of the "human factor" is that, of two comparable plants producing the same product, one may turn out three times as much as the other. The effectiveness of any group depends upon the work habits and attitudes of the individual workers, which in turn seem to depend primarily upon the informal social controls which exist within the management structure. In other words, the nature of the relationships between people in the company has a very direct bearing on productivity and profits.

The very mention of psychotherapy usually brings to mind the practices of Freud and the couch of the psychoanalyst. But this kind of therapy is not really adaptable to the needs of industry because it involves dealing with individual patients in a private clinical setting. In recent years, however, there has been a virtual revolution

in the field of psychotherapy. Group therapy has been introduced. Although many of the specific practices of this method are still being developed and evaluated, it is obvious that such group procedures now make certain industrial applications feasible.

THERAPEUTIC ROLE PLAYING

One method used in group psychotherapy seems particularly good for changing the attitudes of supervisors. It might be called *Intensive Industrial Role Playing*. In general, it calls for the creation of situations involving practical work conflicts, and then allowing an individual to extemporaneously "live through" the experiences of a particular character. By playing first one role and then another, the individual gains understanding of the feelings and reactions of all of the various personalities involved in a conflict situation.

By carefully controlling the manner of group interaction and the quality of emotional clashing with other participants, by the stimulus of constant evaluation of the nature of group reactions and forced adjustment to a varied and changing social reality, the individual gradually learns to operate in harmony with the needs of the group while promoting goal-directed behavior. In the process, there is constant growth of individual self-esteem, self-confidence, and ability to function in relation to social-industrial situations.

While this procedure effectively changes attitudes with relation to specific industrial situations, it does not significantly alter the basic personality makeup of an individual, nor does it effectively generate insight into the origin or way of dealing with an individual's personal problems. In the manner in which this procedure is used, it is a special method specifically directed toward the amelioration of costly industrial problems. Only a limited amount of insight can be expected from such a short-term, intensive and specific method, but what it lacks in coverage and depth, it

makes up in efficiency of application and low cost.

At all times, this method aims for constructive changes in attitudes. Specifically, it provides for the growth of both intellectual awareness and emotional capacity to respond to the best advantage in a group situation. During the Intensive Industrial Role Playing process, considerable attention is given to the correction of inadequate, ineffective, and unpleasantly provocative behavior.

AIMS TO REDUCE ANXIETY

This type of behavior in a relatively well-adjusted person is a sign of certain personality defenses associated with anxiety. Any reduction in the threatening nature of the conflict situation or demands of the role will reduce the anxiety. It will also render the immediate satisfactions of the defensive system less essential to the emotional integrity of the individual.

Thus, mere familiarity with a new role and experience in handling routine problems associated with new roles lessens the threatening qualities of such new social adaptations. This may permit recognition of certain disrupting trends and impulses, and allows some voluntary selection or experimentation with new methods that might be more in harmony with the group needs and goals.

By personal role substitution and subsequent analysis of the feelings of the various personalities, an individual is given new perspective and aid in facing the realities of social interaction in an industrial situation. Sometimes distorted personal expectations are forcibly modified in such a socializing experience as stepping "into the shoes of the other fellow". Certainly, this tends to increase the individual's understanding of the reactions of others, serves to promote a deeper respect for the functions of others, and reveals the potential helpfulness of working associates toward group goals.

HOMOGENEOUS GROUPS DESIRABLE

One practical factor which may be overlooked is the desirability of selecting group participants who have approximately the same ability to think, similar educational and cultural backgrounds, and with currently similar work experiences. Exceptions to this may be made when the current or anticipated demands of an individual's work require the experience of dealing with a more varied sampling of people. However, the homogeneous grouping provides for certain efficiencies in the therapeutic process.

The unique benefits of such an intensive specialized procedure are somewhat offset by the special requirements for the therapist or *Group Leader*. This group therapy is different in its requirements from a training lecture on effective human relations, a discussion group organized with therapeutic intent, or even a socializing experience where individuals can compare their problems with those of others. It is, rather, a dynamic life-like activity wherein every group member is an active participant and the group leader constantly exerts a modifying influence.

HIGHLY SKILLED LEADER ESSENTIAL

The group must organize and function in relation to a group leader who must adequately understand the personality dynamics of each of the several group participants, while encouraging meaningful group interaction in relation to prescribed therapeutic objectives. The group leader first must discover the reasons why each participant may have been prevented from using his abilities to the maximum, then, in a favorable emotional climate, provide the active manipulation which will stimulate reconstructive learning. He must be able to recognize and resolve the group resistance, hostilities and tendencies toward social deterioration.

Whether he be a psychologist, physician, or social worker, the skill or art of

the group leader must rest upon adequate understanding of personality structure, dynamics, pathologic manifestations, treatment methods, and clinical experience. But his effectiveness in an industrial situation also requires familiarity with current management practices and a knowledge of the social psychology of industry.

The Foreman's Job

(continued from page 373)

contained in his job description and recognize that his is a substantially changed job. His job has been downgraded because many of his duties have been assumed by others, and he is operating within a much more restricted framework.

SUPERMAN NO LONGER REQUIRED

We should stop expecting a superman for what in reality has become a job slightly higher than rank-and-file work. Perhaps our personnel management conferences and conventions will stop devoting so much time to their constant, almost self-defensive, attempts to uplift a job which the force of events and times has radically changed.

The foreman cannot really be held responsible for production. There are too many extrinsic events over which he has no control: benefits in the contract; personnel policies; time study and methods departments; the personnel departments; other staff departments; and managerial attitudes and philosophy. The combination of these can affect production much more than he can.

In reality the foreman is primarily an interpreter of company action and policy, and an exhorter and persuader to increased productivity. We need not belittle these functions. Shorn of all the other innumerable duties with which he is now saddled, and freed of the constant pressure to perform responsibly with a minimum of invested authority, he should be able to contribute creditably to the goals of the enterprise.

Industrial Relations Directors: An Annotated Bibliography

By D. E. McFARLAND
Labor and Industrial Relations Center
Michigan State University, East Lansing

PART B—THE INDUSTRIAL RELATIONS DIRECTOR AND HIS ROLE AND STATUS IN MANAGEMENT ARTICLES AND PAMPHLETS

1. Anonymous, "Evolution of a Personnel Man," *Personnel Journal*, Vol. 31, November, 1952, pp. 218-219.

An article describing how one executive came to be a personnel man. His awareness of the requirements of his job led him to night school, where he obtained a Bachelor's degree, a Master's degree, and began working on his Ph.D. degree.

2. Appley, Lawrence A., "Wife, Home, Greatly Affect Personnel Man's Progress," *Personnel Journal*, Vol. 32, No. 1, May, 1953, pp. 10-14.

The author states that a good personnel administrator is first and foremost an individual of the highest executive caliber. He cites the high calling of personnel men and the effect of their home life on their maturity and stability. He shows how wives can contribute to their husbands' progress and how husbands with wives in personnel work can gain through understanding and recognizing the role they play in the profession.

3. Arthur, Guy B., Jr., "The Status of Personnel Administration in Management," *AMA Personnel Series*, No. 102, *Management's Internal Public Relations*, 1946, pp. 29-42.

Personnel administration has improved its standing in management by reducing costs. Growing interest in personnel administration is evident by the work in colleges, industry, and government. The author points to the need for research, especially in measurements to evaluate programs. He cites the shortage of trained men in the field, and the need for personnel programs in executive development. He feels that too much emphasis has been placed on contract negotiations with unions, and not enough on improved communications, and written policies and objectives.

This is a continuation of the bibliography started last month. The listed items, of course, overlap to some extent what has gone before, but in general they deal with a different aspect of the industrial relations job. The feature will be continued in an early issue.

4. Baker, Hines H., "Employee Relations and Top Management Planning," *AMA Personnel Series*, No. 117, *New Pattern of Employee Relations*, 1948, pp. 3-9.

The author makes four points: (1) Employee relations are fundamentally the way the company "lives." (2) To practice good employee relations, a company must have a well-formulated policy and plan, with appropriate mechanism for putting it into effect. (3) The organization must be built by developing its personnel from the bottom up. (4) Management can create staffs to assist it but it cannot delegate its responsibility to them.

5. Buchele, Robert B., "Company Character and the Effectiveness of Personnel Management," *Personnel*, Vol. 31, No. 4, January, 1955, pp. 289-302.

This article summarizes diverse research, a common implication of which is that each company has its own character which impresses itself deeply upon the personnel program. The personnel executive must fit his program to this character, but should also be aware of the contribution he can make to the company character itself.

6. Burk, Samuel L. H., "The Personnel Profession—Its Present and Future Status," *AMA Personnel Series*, No. 74, *Personnel Organization and Professional Development*, 1943, pp. 40-47.

Discusses internal and external factors impinging on the industrial relations director and the industrial relations function. Assesses some responsibility for inadequate relationships on aggrandizing or unqualified individuals occupying top personnel positions.

7. *Business Week*, "Who's a Labor Relations Man?" Issue of August 12, 1950, pp. 94-95.

The article reports the results of a survey conducted by *Business Week*. The sample consisted of 38 of the top business executives in the labor relations field. The questions included such information as: age, education, sources of information found most useful on the job, and what requirements the labor relations man would expect if he were to hire his successor.

8. Cantor, Nathaniel, "A Sociologist Looks at Personnel Administration," *Personnel*, Vol. 28, No. 2, September, 1951, pp. 170-173.

The author says that the status of the personnel staff will remain shaky until the personnel manager is given equal status with top management. His function must be recognized by top management, and he must have equal authority to carry out his program.

9. Caples, W. G., "Personnel is an Executive Function," *Advanced Management*, Vol. XVIII, No. 12, December, 1953, pp. 26-26.

The author, formerly vice president in charge of industrial relations for the Inland Steel Corporation, describes the personnel duties inherent in all executive work. Discusses the executive's responsibility for personnel decisions with or without the aid of staff. Minimizes role of formal personnel department.

10. Davis, K., Discussion: "Is Personnel a Professional Occupation?" *Personnel Journal*, Vol. 28, April, 1950, pp. 420-421.

The author takes exception to assertions that personnel men have reached a professional status. Davis believes that it is possible to have both professional and business status at the same time. He points to the professional engineers and physicians that work in industry and the fact that their professional status is not injured by working under business men. He believes that the professional status of personnel men is controversial and needs more discussion.

11. Dudycha, G. J., "Recent Literature on Careers in Psychology," *Occupations*, Vol. XXVIII, 1950, pp. 455-461.

A bibliography which contains 15 items on careers in personnel work in business and industry.

12. Eittington, Julius E., "Privilege and Personnel Administration," *Personnel*, Vol. 28, No. 4, January, 1952, pp. 299-303.

The author suggests that a high code of ethics be adopted by personnel administrators. He says that personnel systems were created to eliminate special privilege and its resultant inefficiency.

13. Emmons, Russell J., "Getting Along with Your Top Executives," *Personnel Journal*, Vol. 29, June, 1950, pp. 55-58.

The article describes six different executive types and suggests possible ways to bring about good working relationships with each of the six. The author concludes that all top executives can be included in at least two of the types.

14. Gardiner, Glen, "The Operating Executive and the Personnel Department," AMA Personnel Series, No. 121, *Personnel Functions and the Line Organization*, 1948, pp. 3-12.

Personnel people have not improved management's relations with labor as much as they think. Personnel departments result in a divided responsibility for human relations, a misdirection of employee loyalties, and empire building by personnel men. Yet personnel departments are vital to management if they can understand production problems and avoid undermining the supervisor.

15. Hersey, Rexford, and Jare, Emil F., "What is Your Industrial Relations I.Q.?" *Personnel*, Vol. 26, No. 5, March, 1950, pp. 369-391.

A quiz designed primarily to enable practicing industrial relations men to review their knowledge of personnel policies and practices. It is a means of self analysis rather than a selective device.

16. King, Joseph E., "Status for Personnel Directors," *The Personnel Journal*, Vol. 31, No. 2, June, 1952, pp. 54-57.

Asserts that more status and authority for personnel directors is desirable and suggests ways of achieving them. Stresses importance of personnel director having good human relations to win confidence of line executives.

17. Lawton, Esther C., "Should the Personnel Director Report Directly to the Chief Executive of His Organization?" *Personnel Administration*, Vol. 18, No. 6, November, 1955, pp. 39-41.

Presents the viewpoints of W. J. Rogers, Personnel Director, Giant Food Department Stores; MacHenry Schafer, Director of Personnel for U. S. Department of Agriculture; George F. Lewin, Assistant Secretary, Government Employees Insurance Company; Augustus C. Johnson, Lecturer in Business Administration, George Washington University, on the problem of to whom the personnel director should be responsible in

order to achieve the most effective results for the organization.

18. Lovelace, W. B., "Is Industrial Relations a Profession?" *American Business*, Vol. 19, October, 1949, pp. 47-49.

The author tells of the 1950 "Who's Who" in industrial relations, compiled by the Dartnell Corporation. He includes a chart listing the backgrounds of 25 personnel executives that shows 44% belong to no personnel societies, and 56% have had no previous experience in personnel work. He gives examples of the backgrounds of some men in personnel work and says that top management should share much of the blame for the poor state of industrial relations today.

19. Lowry, Stewart M., "What Should Management Do To Improve Personnel Administration?" *Personnel*, Vol. 22, No. 6, May, 1946, pp. 430-436.

The author asks management to set forth personnel objectives in writing and advocates that the top personnel man report directly to the chief executive. He recommends staffing the personnel department only with qualified men, and giving sincere support to the personnel activity. He believes management should become better informed on personnel methods so as to provide more effective guidance and evaluation.

20. McFarland, Dalton E., "Dilemma of the Industrial Relations Director," *Harvard Business Review*, Vol. 32, No. 4, July-August, 1954, pp. 123-132.

Discusses relationships between industrial relations directors and their superiors in top management. Uses case histories and empirical data to illustrate these relationships. Suggests ways in which the industrial relations director can improve his relations with top management.

21. McFarland, Dalton E., "The Forward Look for the Industrial Relations Director," *The Personnel Administrator*, Vol. 1, No. 1, April, 1956.

Personnel management has been sold to top management, but personnel directors are finding it difficult to fulfill expectations they built up. The increasing criticism of personnel management must be faced and steps must be taken to strengthen and improve the work of personnel administration.

22. Myers, Charles A., and Turnbull, John G., "Line and Staff in Industrial Relations," *Harvard Business Review*, Vol. 34, No. 4, July-August, 1956, pp. 113-123.

Reports a research study by the authors, which they

feel confirms that the industrial relations department should be limited to its traditional role of advice, service, consultation and control in connection with functions involving the line supervisor and his group. But in (a) policy-making and in (b) policy or contract interpretation, more authority is frequently delegated to the staff specialist.

23. Nance, James J., "Top Management Views the Job Ahead in Industrial Relations," *AMA Personnel Series*, No. 124, *The Practical Meaning of Management Statesmanship*, 1949, pp. 32-39.

The author states that the American people are constantly demanding more from our economic machine. He thinks industry should educate people in the fundamentals of our economic system. He lists eight activities that the industrial relations department should be responsible for and stresses the part it has in getting the latest trends of management across to the public.

24. Newcomb, Robert, "How to Sell Top Management," *The Score*, published by Newcomb and Sammons, Chicago, Ill., March 15, 1952, as reported in *Personnel*, Vol. 29, No. 1, July 1952, pp. 3-4.

The best ideas of employer-employee communications are still in the minds of people who are unable to sell them to top management. Gives several specific suggestions designed to catch and hold the boss's ear.

25. North, Harold F., "The Personnel Man's Functional Relationship," *AMA Personnel Series*, No. 45, *New Responsibilities of the Personnel Executive*, 1940, pp. 16-22.

The author considers three groups, (1) top management, (2) those professionally engaged in personnel work for many years, and (3) newcomers in the personnel field. He gives his idea of a good personnel man's characteristics. He distinguishes between employees' rights and privileges. He describes two classes of functional relations: external and internal. External functions include wage and hour surveys, working conditions surveys, and contacts outside the business. Internal functions include supervision and staff activity.

26. Parks, Donald S., "Survey of the Training and Qualifications of Personnel Executives," *Personnel Journal*, Vol. 26, No. 7, 1948, pp. 256-266.

Deals with a survey that was conducted by the University of Toledo in 1947, to find out if their present personnel curriculum adequately prepares graduates for entrance into the personnel field. Replies from 84 executives provide the data about their education and experience, and suggestions for an industrial relations training program as well as a University course.

As You Were Saying—

FACULTY WORKS WITH AND FOR INDUSTRY

MAYBE there was a time when colleges were "cloistered", in the sense of being far removed from the hurly-burly of outside activity, but certainly the description doesn't apply today. Consider the New York State School of Industrial and Labor Relations at Cornell University, now in its 12th year. The following report from Doris Hay, who visited the school recently with her husband Ned Hay, indicates that many of the faculty are quite active off the campus on projects which give them an intimate understanding of business problems. Says our assistant editor:

Martin P. Catherwood, Dean of the School, has gathered together a team of experts. The membership of the team changes fairly frequently, since individuals, because of their experience as advisors in industry, are enticed away from the University. When we visited there last December we were the special guests of Robert F. Risley, Coordinator of Special Programs and Assistant Professor. Mr. Hay talked about the Guide Chart-Profile method of job evaluation for higher executives before one of Mr. Risley's classes in personnel.

In the morning we were invited to sit down with a few of the professors who had an hour free. They took turns telling us briefly of the research projects that they were carrying on. The first to talk was Wayne L. Hodges who is working in industry on a study of community relations. He said he was following the General Electric plan of going far beyond a study of employee communications, of "open houses" for employees' families, and so on. His particular interest has been "What are the real needs of the town in which the industry is located and how can the industry help satisfy those needs? How can industry avoid creating problems in air and water pollution? He said he was just as interested in finding where companies had failed to make themselves welcome in a community, as in their successes. He also reported on work which had been done at some of the summer seminars, after which 20 Companies

had joined together as a council to share information on job applications, sales, and other matters.

N. Arnold Tolles has been working on a wage survey in the laundry and dry cleaning industry where wages are very important, as they make up 50% to 60% of the costs. The problem there is complicated by the fact that there are rival unions competing for membership. Mr. Tolles' specialty is labor relations.

John M. Brophy has been working with personnel, and on wage and salary training. He is an expert in training in industry and has done a great deal with union education. One of his interests is a study of mobility in middle management; "Where, for example, is the level of a plant manager within his company?" Another study he is making is, "What happens to the executives when companies decide to relocate?" In some cases he has found the executives are dissatisfied with housing and other community facilities and refuse to follow the company.

A visiting Fellow—Mr. Collins from Australia—has been working in the development of foremen. He has used a modification of the Ohio State Leadership Questionnaire; also a sentence completion test to determine how successful the training has been.

Ralph N. Campbell described his work with the American Airlines in setting up a training program at all levels of the organization. He mentioned that he had discovered there and elsewhere that people like working as a part of a name group; it seemed to contribute to the motivation of the individual.

Harrison M. Trice has several projects in hand. One of his specialties is selection processes. At present he is deeply involved in an analysis of the problem of the alcoholic. Having decided that Alcoholics Anonymous is the one most successful agency for curing the alcoholic, he is trying to perfect a test that will determine which people will be able to avail themselves of the help that the AA gives, and which people are definitely not able to go along with AA methods.

WISCONSIN'S ANNUAL I-DAY CONFERENCE

EACH year on the first Saturday after Easter, which means April 27 this year, the University of Wisconsin Extension Division puts on a "single-package" program on human relations. According to the follow-up notice received last year, the one-day conference is becoming more and more popular; the 500 foremen, supervisors and plant managers who attended constituted a group of about 150 more than had been present for the two previous sessions. If you're in the vicinity of Madison you may want to mark the date.

Last year's meeting heard three speakers on the subject of listening as related to leadership. It was said that the supervisor or executive who takes time to hear what

others are saying is far along the road to more effective leadership. Arthur Secord of Brooklyn College, New York, identified the three most important personality traits of a good foreman as (1) confidence in himself, his company, and the ability of others, (2) a belief in hard work, and (3) mastering the intelligent use of praise.

Other speakers were Edward McFaul, management consultant from Chicago, and Wesley Wiksell of Louisiana State University. Thanks to Oliver Knight, "Coordinator Public Information" for the University of Wisconsin "Office of Editorial Services", for sending us an account of the meeting. As this is written, we do not know what is in store for those attending this year.

POLYGRAPH USED TO SCREEN PERSONNEL

LIKE ants raiding a sugar bowl, dishonest employees in Southern California take, "borrow", or just plain steal more than \$30,000,000 each year in money and merchandise from business and industry. So says Wally Burke in an article in the Los Angeles Herald Express of last October 30. The story, headed "Industry Acts to Reduce Huge Losses", was sent us by Harry Thomas, public relations director of General Plant Protection Company, Los Angeles, and editor of the company's publication, "Sentry". Mr. Thomas feels that the increasing use of the polygraph or 'lie detector' in screening job applicants is called for in order to weed out 'sticky fingered' people.

The newspaper story says that the known loss of business and industry over the country to dishonest employees is \$700,000,000 a year. In the South the hourly loss round-the-clock is \$3500. Nationally, embezzlement losses jumped nearly 400% in the ten years to 1954, and are now only slightly lower than companies' total fire losses.

"Seldom," says Mr. Burke, "does a person take a job with the idea of lining his pockets, personnel executives agree, but frequently they yield to temptation because of such earthy problems as family misfortune, gambling losses, or living in a Cadillac community on a hot-rod income. . . . For the most part, persons who succumb to the lure of cash or goods within easy reach are normally beyond reproach."

A score of companies, it is said, already use the polygraph to bring miscreants to book or to identify bad risks in the employment office. The machine originated in Chicago and has been used for about three years by a number of companies there, and in Los Angeles and other cities. It measures a person's pulse, blood pressure, respiration and skin resistance as he is asked carefully calculated or "loaded" questions. Reading and drawing reliable conclusions from the resulting chart requires high competence on the part of the examiner: it is definitely not a matter of installing a polygraph in the personnel office and letting an untrained person go to work with it. If you'd like

to know more about it, you might write Mr. Thomas, whose company is at 6900 S.

Hoover St., Los Angeles 44. His company uses the machine but does not make it.

TIME TO SCRAP "RANK-AND-FILE"?

SOME months ago in these pages a reader protested the use of "subordinate" in referring to the person who works under the direction of a supervisor or other manager. It was found that some companies make a practice of always using some other word which cannot wound the pride of anyone. Now Joseph H. Foegen, who contributed a piece on "The White Shirt Barrier" in our February 1954 issue, puts himself on record as opposing the term "rank and file" for the same reasons. Not to make light of Mr. Foegen's argument but just by way of comment, we are reminded of Abe Lincoln's observation: "God must love the common people; he made so many of them." In a very real sense we're almost all "subordinates", though perhaps not so much "rank and file". Another term that could be improved is "hourly worker". After reading Mr. Foegen's argument you might give us your point-of-view. He says:

How would you like to be known as the "rank-and-file"? Would your self-respect be dented by knowing that, prestige-wise, you were on the bottom of the economic totem pole? Well, the worker feels the same way!

No one really wants to feel that he is only "average" or "ordinary". A person's ego requires that, at least in his own mind, he is just a little bit better than the next fellow. This "being better than" idea not only seems to be inherent in human nature, but it is emphasized in the fast-moving, largely competitive economic system which we have in this country. These days, it is not good enough merely to keep up with the Joneses; we must actually be ahead of them in order to hold up our head in the neighborhood.

Now this desire to "be first", to excel at something important, is also found, it would seem, in the work environment. However, mass production, mass distribution, and mass com-

munication tend to frustrate this desire. Even today, with all the current talk about and interest in personnel and human relations points of view, the ordinary worker is still, if most managers were to be frank and outspoken, little more than a "unit of labor".

Union membership tends, in one sense, to reinforce this leveling process. And ideas of equality and "the common man" involved in the democratic ideal, regardless of how desirable they may be politically, also tend to strengthen it. However, though the common man may in fact be common, or the rank and file may actually be such, the individual doesn't like to view himself in this light. You have heard of janitors being called "sanitary engineers", and of garbage collectors being called "excess materials collectors". The idea is the same here. Everyone likes a title, and he likes it to be at least somewhat complimentary.

The problem is one of terminology. Some people might view it as academic, "much ado about nothing". "What difference does it make", they would say, "what a worker is called?" I maintain, however, that the importance is much more than merely academic. If morale is important, if self-respect is important, then so too is group labeling.

There is the danger of fostering an unfortunate mental picture, of an inferior-superior relationship between labor and management, a picture that is all too common already. Workers often think that management, especially its junior members, take too much of a "high and mighty" attitude anyway.

If this term, "rank and file", is *not* appropriate, what can be substituted for it? It seems to me that the substituted term must meet at least three criteria to be acceptable. First, it must well define the group involved; it must be as clear as possible. Calling the group "non-managerial employees" would be too vague, since the boundaries of the worker, supervisory, managerial and executive groups have yet to be definitely set. Second, the term must have a favorable, or at least a neutral, emotional

value, one that is ego-inflating. For example, calling the group "common labor" would be somewhat derogatory, and therefore not acceptable. Lastly, the term should, if possible, be already well known, so that the adjustment requires merely changing to the use of a new term rather than also publicizing it.

The suggestion that I would make, then, meets all three criteria. It is simply this: Eliminate the term "rank and file" completely, except where a derogatory connotation, for one reason or other, is intended. Replace it with the term "production workers", and then attempt to standardize this usage.

Why is this term better? Well, for one reason, the production function is certainly of recognized importance. It deals with concrete materials, tangible substances, quantities and qualities capable of relatively easy measurement. Secondly, it goes along with the American tradition of "doing", of acting on the environment rather than of being passively acted upon.

About the Authors

(Continued from page 371)

Dalton Edward McFarland is Associate Professor of Management, and Associate Director, Labor and Industrial Relations Center, at Michigan State University, where he is in charge of Personnel Management Program Service. A management consultant on human relations, personnel and labor relations, he is currently studying the human and organizational relationships of the industrial relations director to other company executives; is interested also in leadership processes in union locals. Dr. McFarland has a Ph.D. in human relations and industrial relations from Cornell; other degrees from the Western Michigan College of Education and the University of Chicago. As a teacher, he transferred from Cornell to MSU in 1952.

Joseph H. Foegen has bachelors and masters degrees from the University of Wisconsin and is now working on his Ph.D. in labor-management in the School of Commerce there. His work experience was with the Thilmany Pulp & Paper Co. of Kaukauna, Wisc. He was also with the Army Signal Corps for a year before going to Wisconsin in 1950.

The third reason is that it gets in step with what often seems to be the thought pattern of the group to which it applies. Many employees, particularly those of the last generation, think that only production is important, that all other work is parasitical, or supplementary at best. Therefore, regardless of the idea being in error, it would seem that morale would be raised, that everything could be gained and nothing lost, if "production workers" were used instead.

Lastly, the name is used by the Bureau of the Census and by the Labor Department's Bureau of Labor Statistics, and by other government agencies, thus assuring widespread familiarity even today.

Personnel people who really take the human relations point of view seriously should certainly be aware of the psychological importance of group labels, and should change them, at least in their own usage, whenever such a change would benefit the dignity and self-respect of the individual worker.

A Word to the Wives

The consulting firm of Edward N. Hay & Associates has added a new service—having been pushed into it by a client!

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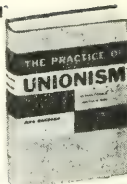
A book of vital importance to business executives and an invaluable textbook for teachers of business administration courses in a rapidly-mechanizing business world. It will serve as a manual to help the office manager and his staff understand how automation works, and the benefits it offers. The human and technical problems of introducing automation in an office are described. Other subjects discussed in detail are: preparing people for mechanization, human relations, the future of white-collar unionization, the meaning of office automation, standardizing work methods, the punch card, the computer, integrated data processing. The book also provides: descriptions of equipment, manufacturers, associations, institutions and publications to which the reader can refer for information or training. \$3.50

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THE PRACTICE OF UNIONISM

By **JACK BARBASH**
Author of "Labor Unions in
Action."

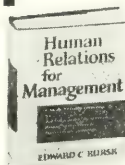


A penetrating close-up of labor unions and the forces that have shaped them, told from the point of view of a union "insider." Mr. Barbash views the labor movement from 1933 to the present. He places special emphasis on developments since the passage of the Taft-Hartley Law in 1947, and stresses the significance of the recent AFL-CIO merger. "No other book gives so much insight into the complicated human and economic problems of the trade unions."—MARK STARR, *Educational Director, ILGWU*. \$5.00

HUMAN RELATIONS FOR MANAGEMENT

The Newer Perspective

Edited by **EDWARD C. BURSCK**, Editor,
Harvard Business Review.



Some of the best current thought and practice in human relations for business and industry, distilled from the widely-read pages of the *Harvard Business Review*. The nineteen contributors include Abram Collier, Solomon Barkin, Chris Argyris, Carl Rogers, Wendell Johnson, Robert Ware Straus. "Shows the way through what has been pretty confused traveling in recent years."—EVERETT VAN EVERY, President, *California Personnel Management Association*. \$5.00

BOOKS

NEW CONCEPTS IN WAGE DETERMINATION.
Edited by George W. Taylor and Frank
C. Pierson. McGraw-Hill Book Company,
New York, 1957. 352 pages. \$6.50.

(Editor's note: Seldom do you see a book reviewed by one of its authors, and in advance of its publication. The importance of this book in its field, however, makes us grateful for this account, which may be considered not so much a review as a preview.)

Some years ago, an eminent economist was asked to evaluate the present state of wage theory. He denied that there was any theory to evaluate but went on to say: "Why don't some of you who have engaged extensively in wage determination do something to fill the gap?" Partly in response to the challenge, the Labor Relations Council of the Wharton School of the University of Pennsylvania initiated a research project which has culminated in a book—"New Concepts in Wage Determination"—to be issued by the McGraw-Hill Publishing Company early in 1957.

The forthcoming volume, edited by George W. Taylor of the Wharton School and Frank C. Pierson of Swarthmore College, includes chapters by the two editors and by Leland Hazard, Vice-President, Pittsburgh Plate Glass Company; Nathaniel Goldfinger and Everett N. Kassalow, Economists, AFL-CIO; John T. Dunlop, Harvard University; E. Robert Livernash, Harvard University; Arthur M. Ross, University of California; Richard A. Lester, Princeton University; Lloyd G. Reynolds, Yale University; Clark Kerr, University of California; and Melvin Rothbaum, Harvard University.

The most rewarding and most arduous task involved in the preparation of the volume was the working out of a common

frame of reference so that the result would not be a series of unrelated essays. To this end, a series of meetings of the contributors were held over a three year period, from 1953 through 1955.

Contrary to the theorists' usual view, it was concluded that wage theory should not be exclusively tied to general economic theory. In other words, it was reasoned that, in addition to general market forces, there are particular institutional forces accounting for the behavior of wages. This represents quite a new direction for wage analysis as compared with the traditional approach.

All members of the group became impressed by the degree of decision-making latitude which is exercisable in wage determination and also by the diversity of goals or perspectives which characterize dealings in this area. In consequence, the forces making for greater or lesser administrative latitude, as well as the factors influencing the making of decisions as between alternate choices within that latitude, are appraised as being important in wage analysis.

The chapters of the book thus point to the conclusion that an adequate wage theory cannot properly be confined to an integration of wage principles with general economic theory. Rather, the analysis must be broadened to include institutional as well as market considerations so as to develop a particularized theory as well. So, among many other things, the study considers strike strategy, the status of union organizations, the scope of collective bargaining in relation to the substantive wage determination. A major contribution is in the attention given to wage rate relationships, i.e., wage structures as a useful concept for analysis. For example,

a particular wage in a manufacturing establishment is found to be the product of three major relationships: the relation to other jobs within the plant, to other jobs in the external market, and to the plant's level of labor costs. A given wage structure is a blending of all three types of determinants. It appears that this and other types of analyses provide a set of new concepts to be used in understanding the behavior of wages.

In summary, then, the book emphasizes the latitude often possessed by wage negotiators insofar as strictly market influences are concerned, the precise degree depending upon the particular environment. It is interesting to speculate on what the implications for economic analysis as a whole would be if it should be discovered that the range of administrative discretion and the complexities of response patterns were as wide in other economic areas as they have been found to be in the field of wage determination.

George W. Taylor
Wharton School
University of Pennsylvania

WHAT SHOULD WE EXPECT OF EDUCATION?
By Homer Tope Rosenberger. National Education Association, Washington, D.C., 1956. 348 pages. \$3.00.

This is a most interesting book. In the first place, the title itself faces us with a question that has real meaning for everyone. In the second place the organization of the text is unusual. Nearly two thirds of the content is devoted to an analysis of education in schools at all levels. The major stress is on the curriculum, in a single chapter of over 150 pages.

Only one page is given to discussion of the place of the teacher. If the curriculum presents the "what" of education, in a similar sense the teacher represents the "how". Both are important. I regretted that a more complete analysis of the impact of the teacher was not included.

In his broad coverage of the curriculum, the author makes an excellent case for special classes to meet the needs of both "brilliant" and retarded children. The administrative difficulties of providing such opportunities are not given equal attention, probably by design. Similarly there is a good argument for liberal education, a topic that is receiving increasing attention today, particularly from our so-called materialistic business men in search of promising youth for their organizations.

Beginning with Chapter 5, the discussion shifts to how adults make use of the education they have received. The author covers such basic aspects as communication, social responsibility, vocational fitness, use of leisure and constructive self-analysis. Each chapter contains many suggestions by which we adults can make better use of the resources provided by our educational experiences.

This volume is a positive contribution to the ever-changing philosophy of American education. It could not but have a salutary effect if large numbers of laymen would take time to read it, formulate a positive educational philosophy of their own, and transmit their conclusions to the professional educators.

Milon Brown, Deputy Chief
Training and Development Division
Office of Civilian Personnel
Department of the Army

HUMAN PROBLEMS OF A STATE MENTAL HOSPITAL. By Ivan Belknap. McGraw-Hill Book Company, Inc., New York, 1956. 277 pages. \$5.50.

Read this book from the point of view of the patient and his loved ones and it fills you with apprehension. While conditions in "Southern State Hospital" may be worse than in some other mental institutions, from what I read they are fairly typical. At the end of the first year of this study there were ten staff physicians,

exclusive of the superintendent and the clinical director, to care for 2900 patients. American Psychiatric Association standards call for the employment of 39 doctors for those patients. There is a similar shortage of nurses and attendants. Turnover, even of these tragically few workers, is terrific, which means that most of the people on the job are not well trained. An individual ward physician sometimes has responsibility for as many as 1200 patients. The end result is that "the least-educated, least-trained, lowest-paid, and generally worst-treated employees actually have the most to do with day-to-day patient treatment and symptom diagnosis." The book should be required reading for all public officials who care for mental patients.

K. R. Dailey, manager of the employee relations department of the Humble Oil & Refining Company, Houston, who is a friend of the author and who called our attention to the book, writes: "It is an attempt to examine the conflicts that develop in an administrative system where the formal organization of work has departed radically from the actual informal organization. It is also a case analysis which shows that any kind of administrative organization must have a continuous communications audit. . . . There are important parallels between this hospital study and most management problems."

H. M. T.

ADDRESSES ON INDUSTRIAL RELATIONS, 1956 Series. Edited by L. Clayton Hill and John W. Riegel. Publications Distribution Service, University of Michigan, Ann Arbor, 1956. 170 pages, lithoprinted, paper bound. \$3.50 postpaid.

This 8½ x 11" book contains twelve talks made at regional meetings of business managers during the 1955-56 season. The meetings were conducted by the Bureau of Industrial Relations of the University of Michigan and the subjects were chosen by those who were going to attend. The first three papers are on the same subject, "Improving Teamwork Within the Management Group"; they were presented in three Michigan cities by Robert E. Lewis, president of Argus Cameras, Inc., Edmund P. Learned, a Harvard professor and consultant, and Charles V. Dunham, a consulting psychologist and partner in Rohrer, Hibler & Replogle. Other papers were read by men connected with Owens-Illinois, The Standard Oil Company (Ohio), United States Rubber, Detroit Edison, General Electric, Albert Ramond & Associates, General Motors, The Upjohn Company, and Ford Motor. Questions and answers follow most of the talks. The individual addresses seem to me to have been exceptionally good, and should be helpful to personnel directors.

H. M. T.

ON OTHER MAGAZINE MENUS

LAST month we (Harrison Terrell) scanned several magazines for articles of interest to personnel, labor relations, and training people. This month we looked over several of the same publications and some new ones. Readers are invited to write us about worth-while articles they've come across in current publications, giving title, author, issue date, and a brief description, for possible use in this department.

EDUCATION & U. S. BUSINESS: NEW PARTNERS. *The Saturday Review*, January 19, 1957. Under this general title are articles by Crawford H. Greenewalt, duPont president, on "The Culture of a Businessman"; by H. W. Prentis, Jr., Armstrong Cork chairman, on "New Goals for Business"; and by Courtney C. Brown, dean of Columbia's Graduate School of Business, on "The New Higher Education of Executives." Of special interest to those who are concerned with executive development programs and the place of colleges in such programs.

THE AGE OF PSYCHOLOGY IN THE U. S. By Ernest Havemann. *Life*, January 7, 1957. This is the first of a "major" series of articles on which writer Havemann had the collaboration of Dr. Fredrick C. Redlich, Yale University School of Medicine, and Dr. Clifford T. Morgan of Johns Hopkins University. Mr. Havemann has an M. A. in psychology from Washington University. The first article is $6\frac{1}{2}$ pages long with the illustrations. The second article in the series, headed "The Tools Psychologists Invented", is 6 pages in length and appears in *Life's* January 14 issue. Those who have made a serious study of psychology will find the text elementary, but the strictly amateur psychologist—the "man on the street" to whom it is addressed—will learn a lot from it. We recommend that every personnel and training man have a look at these articles, if for no other reason than to learn what John Q. Public is being told about this relatively new science.

BUSINESS MANNERS. By Robert Sheehan. *Fortune*, January 1957, $4\frac{2}{3}$ pages. A readable and not too weighty article, telling about top executives who take all 'phone calls, see every visitor at least briefly, make themselves accessible, get visitors out gracefully. There is a list of the ten "most courteous U. S. companies".

LATEST HELP IN PICKING FOREMEN. Staff-written in *Factory Management & Maintenance*, December 1956, two pages. Chart shows "How the ideal supervisor looks" to (1) Machine operators, (2) Female packers, and (3) Technicians. Article is based on a survey by the U.S. Ordnance Corps of 4141 civilian employees. The idea is to pick foremen who have the qualities thought desirable by this group. *In the same issue*: "Strike Time Can Be Turned into School Time for Your Foremen". This 4-page piece tells how Republic Steel's Cleveland District last July, the day after their strike began, started "schooling". There is a description of the courses taken by 350 company people, mostly foremen, who attended for three hours every weekday morning.

PLENTY OF MEN FOR ANY SPOT. *Business Week*, January 12, 1957. A $3\frac{2}{3}$ page staff-written article on General Motors' "management in depth". A subhead says that GM had a 25%

turnover of top executives last year. Changes shown by an organization chart include the appointment of Louis G. Seaton, 50, as vice president, personnel, to succeed personnel vice president Harry Anderson, retired for age. Seaton and 17 other top executives are pictured. GM's "prescription" for training management people, almost all of whom are brought up within the organization, is said to be this: "You start 30 years ago and organize your company properly. You give your men responsibility and authority. You reward them when they succeed; you discipline them when they err. You don't have to develop them; they develop themselves." *In the same issue*: three pages on labor's "New Strategy—Organize Piecemeal" and "How Employers View Labor."

THIS IDEA ENDS WORK PILE-UP. By William Barry Furlong. *Nation's Business*, January 1957. The subhead is, "One firm saves \$75,000 a year by hiring part-time help. Here's how it works". The article tells what advantages are found in employing part-time workers, and deals at some length with the fact that many companies are in the business of supplying suitable part-time people. *In the same issue*: "Managers Need 3 Smart Teachers", by John Corson of McKinsey & Co., Inc. The three "teachers", if we identified them correctly, are formal training programs, devices and practices used by the management, and self development. The article names four kinds of knowledge and five habits that make for executive success, and that come more quickly under a balanced program. Each article runs to $4\frac{1}{2}$ pages.

SECURING UNIFORM DECISIONS IN SIMILAR JUDGMENTAL SITUATIONS. By Clement J. Berwitz of the New York State Labor Department. *Advanced Management*, January 1957. Lists 11 requirements to reach the objective, such as, Reduce knowledge to writing, get Depth in instructional writing, gain Acceptance before installation, Evaluate performance, and so on. *In the same issue*: "Critical Views of Advanced Management Programs" by Allison V. MacCullough, a management consultant. A 4-page appraisal of the universities' executive courses, how to prepare men for them, what to expect of them.

Personnel Research

Reviewed by Margaret W. Moore, Ph.D.

INTEREST SCORES IN IDENTIFYING THE POTENTIAL TRADE SCHOOL DROP-OUT. By Cecil O. Samuelson and David T. Pearson, Sr. *The Journal of Applied Psychology*, Vol. 40, No. 6, December 1956, 386-388.

This study was undertaken to find whether there are differences in interests between those who finish a trade school course and those who drop out during the course. In the Salt Lake Area Vocational School, where this study was done, more than half of the students who start a course fail to finish it. All the students in this school took the Kuder Preference Record, Form CH. The authors tried to determine whether the group that stayed in school to finish a course could be distinguished from the group that dropped out on the basis of interest patterns as measured by the Kuder. The factors that relate to drop-outs are many and varied but it was thought that scores on the interest inventory might reflect some of them.

The sample consisted of 55 students who dropped out before completion and 48 who completed courses. All the students were males and all were enrolled in courses in automechanics, carpentry, electronics, welding and the like. The groups were not paired in advance, but it was found that they were roughly similar in age, marital status, and amount of education.

Both groups would presumably be somewhat selective in favor of an interest in mechanics. Those who did not think they would like a mechanical course would not have enrolled in these departments in the first place.

The means of the two groups were computed for each of the inventory categories. The composite profiles for the two groups were then plotted on a profile sheet. These profiles indicate that there were

no significant differences between the two groups. Both profiles are relatively flat indicating that the interests of this group of trade school students were broad and diverse rather than specialized in the mechanical area. Kuder suggests the 75th percentile as the point of significant interest intensity. The "Mechanical" score for the group that completed courses is the only one at this level. However, even in this group 44% of the individuals who completed the course had mechanical interest scores below the recommended 75th percentile.

The authors conclude that the Kuder test is of very limited value, in this school at least, in helping students evaluate their decision to become mechanics, or in determining which ones will probably complete the course.

PERSONAL HISTORY DATA AS A PREDICTOR OF SUCCESS IN SERVICE STATION MANAGEMENT. By Robert S. Soar, Vanderbilt University. *The Journal of Applied Psychology*, Vol. 40, No. 6, December 1956, 383-385.

The choice of a dealer who will be in charge of a service station is a serious concern of oil companies because of the large financial and good-will investment. Since it may take several months for a failure to become evident, it is important to pick such men with as much care as possible.

Previous studies of sales personnel have indicated that objective items on a personal history blank are useful in predicting success in a variety of situations. Personal history data were, therefore, collected from 29 dealers currently operating service stations in a metropolitan area in a Southeastern state. Since the original application blanks were not available, each man was asked to

give this information in terms of his status at the time he was first employed by the company.

Ratings on 15 aspects of service station management were made for each dealer by six rotating supervisors who knew the work of each service station. These 15 aspects of performance were divided into the following clusters: business sense, promotion, emotional maturity, responsibility, and personality. The intercorrelations between the clusters proved to be so high that the ratings were totaled and this single rating was used as the measure of success in the service station.

The personal history blanks were put in rank order by this total performance rating. The papers were then split into high and low halves. Items on the blank were kept or thrown out on the basis of whether they discriminated between the high and low halves. Fourteen items of the original 39 were retained on the basis of this analysis. They were weighted 2 or 1, depending on the degree of differentiation. The following items were rated 2: over 5'6" in height, less than 200 lbs. in weight, between 25 and 29 years of age, held a blue-collar job in high school, and had no more than one child.

The 14 items retained in the scoring key were then cross validated on a new sample of 23 dealers in two other cities. The personal history data items on the key were found to discriminate in this group also. The sample used in this study was much smaller than is usually considered adequate for an item analysis, but the procedure proved to be successful in the cross validation.

EVALUATION OF A SUPERVISORY TRAINING PROGRAM WITH "HOW SUPERVISE?" By Richard P. Barthol, University of California at Los Angeles, and Martin Zeigler, Pennsylvania State University. *The Journal of Applied Psychology*, Vol. 40, No. 6, December 1956, 403-405.

The subjects in this study were 210 supervisory employees in the Westinghouse Electric Corporation. These foremen and department supervisors took part in twenty weekly conferences on supervisory problems. The topics discussed included production control, accident prevention, budgets, training of workers, and human relations, but no effort was made to cover the content of the test "How Supervise?". Form A of this test was given at the beginning of the training program and Form B at the end.

The authors felt that if the training program was effective and if "How Supervise?" is a measure of effectiveness, then the post-test should show higher scores than the pre-test. Positive results would have meaning, but negative results would be inconclusive.

The group of supervisors was subdivided by educational level. The results were positive and all groups improved significantly. The greatest gains, however, were made by supervisors who had gone to college. There did not appear to be any significant differences between subjects who had gone only to elementary school and those who had gone to high school. A table is presented which gives the means and standard deviations for each educational group on the pre-test and on the post-test.

These results raise the question of whether "How Supervise?" adequately measures improvement in men who have not gone beyond high school. Perhaps another study should be made which would partial out such factors as age and intelligence, to see whether readability is a primary factor in causing the differences. The authors also suggest the need for more work on the meaning of score changes following a training program.

"Be sure brain is engaged before putting mouth in gear."

Siebler Clothes

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE TOLEDO PERSONNEL MANAGERS' ASSOCIATION has made a survey of 62 Toledo firms to determine employment policies on rehabilitation of disabled employees. Among the questions asked were: Does your plant have a total and permanent disability plan for occupationally injured personnel? 50% did, 50% did not. Does your plant have a total and permanent disability plan for non-occupationally injured personnel? The answers here, too, were about evenly divided. 92% of the plants report that they do not have a formalized plan for hiring handicapped personnel. About 40% have a program for rehabilitating injured or disabled employees.

Firms were asked if their plants are covered by a collective bargaining agreement and, if so, if there was a contract clause concerning rehabilitation or light work? Answers indicated that 11% are not covered by agreements or did not answer the question. 36% of the remainder are bound by contractual provisions regarding rehabilitation; 64% have no specific provision. To the question "if you assign an employee light duty due to injury, what rate of pay does he receive?", answers showed that a man on light duty receives the rate of pay for the job on which he is working in 66% of the cases. 34% maintain his regularly classified rate, although 20% of these firms have restrictions as to the length of time involved or the degree of light work.

Does length of service determine work to be performed or pay to be received by disabled employee? In 72% of the plants polled, length of service does not enter the rehabilitation picture, although in some cases a man's seniority may entitle him to a choice of jobs. In the remaining

28%, conditions vary widely as to how length of service enters in. Some plants give special consideration to older employees, treating each case on its own merit. Where the length of service is indicated, it varies from 60 days to 24 years, with no definite pattern shown in the survey. Generally, one-fourth of the companies attempt to take care of their disabled workers by finding jobs for them to do. 64% reported that they do not create jobs for regular employees unable to perform regular duties. The survey is amplified with comments and figures.

The Toledo association also questioned 51 companies about training and education. The survey covered 30,794 manufacturing employees, and 11,615 non-manufacturing. 29 manufacturing firms reported a company training program, 11 had none. 11 non-manufacturing companies had a program, one did not. Training programs were about equally divided between formal and informal. 10 manufacturing companies had training directors, 30 did not. 6 non-manufacturing companies had training directors, 6 did not. Companies were also asked about the kind of programs provided, methods used, educational-assistance programs, company libraries, and company scholarship programs.

The legislative committee of the Toledo association mailed copies of the following booklets to all members, feeling them to be of value to personnel managers: The Ohio Unemployment Compensation Law, annotated 1955-56; How the UC Law Works in Ohio, as amended effective October 10, 1955; Amended Substitute House Bill #700, effective October 5, 1955, creating the Bureau of Workmen's Compensation; Interpretative Bulletin—Part 778

—Overtime Compensation; Interpretative Bulletin—785—Hours Worked; Amendment to Part 785—Hours worked.

THE PERSONNEL CLUB OF ATLANTA, publishes a four-page bulletin called the *Personnel Touch*. In November the group heard the Reverend Cecil Myers of the Trinity Methodist Church talk about the worried worker. A description of the club's relationship to the National Council of Industrial Management Clubs, written by W. R. Lewis of the Atlantic Steel Company, gives a good idea of the scope and work of the group. Lewis explains that whenever a club has a specific problem, the NCIMC, through its various mediums, is generally able to assist in working out a solution. For example, he goes on to say, the Personnel Club has received the Excellent Award nine years in a row. This hasn't been an accident, as success never is an accident. It has been a combination of things, foremost of which is the support of the members, but behind this combination of things has been the NCIMC Club Development Program, guiding the club in the right direction. When we were Host Club in 1954 (Lewis reminds readers) to the Annual Conference, the guide the committee followed was called "So You're the Host Club", published by the NCIMC. Without it, we'd have been lost. The very popular Management Development groups and the future Case Study groups are examples of NCIMC Educational Programs that most clubs have used successfully.

At the mid-south Roundtable in Savannah, Lewis continues, Don Case, NCIMC Field Representative, was present and took part in several discussions on how to better run your club. Don has made several trips to this area and is available from time to time. At the Annual Meeting in Fort Wayne there were ten group sessions on various aspects of "How to run a club." The people on these panels were experienced leaders from successful clubs.

An article in the December bulletin by George M. Glover, the club development program chairman, describes another aspect of the relationship. Each year, he says, our Club's accomplishments are evaluated by the NCIMC Club Development Committee. To meet the standards required, we must excel in the following phases of the Club program: 1) organization, 2) education, 3) affiliation, 4) service, and 5) public relations. Each section is divided into specific items to be planned. For example, under public relations one item requires that at least 75 inches of newspaper or other similar publicity be secured, and one item under education requires the club to conduct a standard NCIMC Management Development Group. Although we have a certain degree of leeway to choose items, the Club is required to complete a set minimum of the items under each section. An overall total of 197 points is required for an Award of Excellence, with these points awarded for items accomplished. At present, Glover reports, we have completed or have planned, programs valued to 207 points and we hope to come close to achieving the maximum number of points obtainable.

THE PADUCAH AREA INDUSTRIAL RELATIONS CLUB, of Paducah, Kentucky, heard a talk by Loy Haupt at the November meeting. His topic was "Management Evaluation." Mr. Haupt, in developing the background for his talk, stated that less than three years ago the International Shoe Company set up the Management Evaluation Division of the Industrial Relations Department to determine what management people are like at International Shoe. A form has been developed to contain the individual's biographical data and all test results, which becomes a permanent personnel record. This information is then coded and punched on IBM cards for ready reference. The following is a partial list of the tests appearing on this form: 1) The

Kuder Interest Test, which shows the person's job interest in ten areas; 2) Thurston Temperament Test, which displays seven disposition characteristics; 3) Work Attitude Scale, measuring a person's attitude toward the right and wrong situations; 4) How Supervise, which presents human relations problems; 5) Social Intelligence Test, measuring understanding of social situations; 6) Personal Inventory Test, showing a person's objectivity, how sensitive, how agreeable, and ability to co-operate; 7) a group of aptitude tests, clerical, numerical, mechanical, verbal and space relation.

This group of tests has been given to about 1200 management and management-potential people. The administering of the various tests takes three hours for productive personnel and six hours for people in management. After the evaluation, the results of the tests are discussed with the individual in a personal interview lasting from 30 minutes to one and a half hours. The interviewer then reports the total experience to the individual's superior. Mr. Haupt indicated that already this battery of tests has been helpful in placement and promotions.

The president of the club is H. K. Weber, of Southern Bell Telephone and Telegraph Company. Vice president is Ray T. Hall, of National Carbide Company, and secretary-treasurer is Ben O. Barr, of the International Shoe Company.

THE MARITIME PERSONNEL ASSOCIATION, with a membership including personnel officers of business firms, government agencies, and other organizations in the Province of Nova Scotia, Canada, held its annual meeting at Dalhousie University, Halifax, on December 11. Elected to office for 1957 were John A. Hebb of Canadian Gypsum Company, Windsor, president; D. C. Macneill of Maritime Medical Care Inc., Halifax, first vice president; and Wendell H. Tid-

marsh of Mersey Paper Company, Liverpool, second vice president. H. E. Nickerson of National Harbours Board, Halifax, was re-elected treasurer, and John I. McVittie of Dalhousie's Institute of Public Affairs as secretary.

The annual meeting opened with a dinner in the University cafeteria. Gordon W. Myers of Simpsons-Sears Limited, Halifax, who was retiring as MPA president, presented an engraved silver tray to Mr. McVittie in recognition of his services to the Association and its committees over recent years. After the business session Dr. C. B. Stewart, dean of Dalhousie's Faculty of Medicine and public health consultant to the Nova Scotia Government, spoke on proposals for national health and hospital services plans. His address included special reference to the possible status of company-sponsored benefit and insurance plans under publicly-supported hospitalization programs, and to the problems of assuring adequate facilities and professional staff to meet anticipated demands for service.

Mr. Hebb, reporting as program chairman for 1956, referred to the following topics and speakers featured at meetings during the year: Job Evaluation, an address by H. W. Dacey, personnel supervisor, Maritime Telegraph and Telephone Co., Ltd.; Labor Legislation in Nova Scotia, by R. E. Anderson, provincial deputy minister of labor; New Developments in Office Equipment, by V. Savage, regional manager, Burroughs Adding Machine Co. of Canada Ltd.; Collective Bargaining: The Lawyer's View, by W. H. Jost, QC, of the Halifax law firm of Burchell, Smith, Jost, Willis and Burchell; Personnel Policies and Practices in a Pioneer Setting (at the Kitimat project of the Aluminum Company of Canada), by G. A. Hillier, personnel development supervisor, Nova Scotia Light and Power Company Ltd. The annual field trip this year was to the Annapolis Valley distillery of McGuinness Maritimes Ltd.

Persons in Personnel

Procter & Gamble (Cincinnati, Ohio) has announced the appointment of *James H. Taylor*, formerly director of industrial relations, as manager of a newly-created personnel administration department. The new department will work as a staff department in the fields of personnel research, coordination and stimulation, and in the planning and maintenance of a company-wide personnel program, according to K. Y. Siddall, administrative vice president. Mr. Taylor, 48, joined Procter & Gamble in 1936 and has remained in employee relations work throughout his P&G career. He has been director of industrial relations since 1948. Mr. Taylor graduated from Ohio Wesleyan University with an M.A. degree in 1931 and received his Ph.D. from Ohio State in 1933.

The Pioneer Ice Cream Division of the Borden Company, of Brooklyn, N. Y., has announced the resignation of *Miss Eva Robins* as assistant director of industrial relations after 28½ years of service with

Pioneer and its predecessor, the J. M. Horton Ice Cream Company, Inc. Miss Robins has decided to enter the public service as Labor Mediator and Arbitrator with the New York State Board of Mediation. She will also do some writing and teaching—the latter at Cornell University's School of Industrial and Labor Relations in New York City, a course in which her students will be executives in the personnel and industrial relations fields.

William L. Poole has been named an assistant director of the personnel administration department of General Foods Corporation, according to an announcement made by J. A. Jonsson, director. Mr. Poole was personnel manager of the Jell-O division of General Foods prior to his new appointment. He joined GF in 1940 and has had broad personnel experience in the corporation's Post Cereals, Maxwell House, Igleheart, and Jell-O operations. Mr. Poole attended Massachusetts Institute of Technology.

What's New in Publications

A FOUR-POINT PROGRAM DESIGNED TO IMPROVE EMPLOYEE RELATIONS and build a sound foundation for cooperation and productivity has been presented to industrial management by the National Association of Manufacturers. In a new booklet, *Dealing with Employees as Individuals*, the NAM says that employee satisfaction must be won by top management through "sound human relations planning and practice." The association made these four recommendations to management:

- 1) Find out how your employees really feel about their jobs and the company.
- 2) Make sure that the company's wages, benefits, and personnel practices are

equal to, or better than, those for comparable jobs in the community and industry.

- 3) Make certain that relationships between supervisors and employees are sound.

- 4) Keep employees fully informed of the company's progress and problems.

"In the typical American plant, the employee looks to management for leadership, for fair dealing, and for information," the NAM said, adding that if the employee doesn't get his information from management "he'll find it—true or false—in another quarter." When there is a vacuum of management information, the NAM said, "the way is wide open for others to take over in the race for leadership."

"The employer who consistently does

a better job of telling his story will find, when the chips are down, that his employees have a reserve of factual knowledge on which to draw and on which to base their decisions," the NAM said. An appendix to the booklet includes a check list designed to aid management in "taking the pulse of employee morale." It covers such subjects as seniority, grievance procedure, working conditions, employee benefits, etc., and provides an opportunity to help management anticipate and correct plant problems. The bulletin (25 cents a copy) may be obtained by writing the Industrial Relations Division of the NAM, 2 East 48th Street, New York 17, N.Y.

CONTINUED, AND IN FACT INTENSIFIED, AMERICAN BUSINESS PARTICIPATION IN THE INTERNATIONAL LABOR ORGANIZATION is strongly advocated by the Commerce and Industry Association of New York, Inc., in a comprehensive report issued after more than six months' study of the relationship of the U. S. employers to that agency.

With the whole question of this country's future role in the ILO currently being reexamined (a government-appointed committee is soon to report its recommendations), the Association becomes the first major American business organization to take a formal stand on U.S. employer policy toward the Organization. While in agreement with much of the criticism aimed at the ILO, the Association nevertheless emphasized that the complaints do not supply reasonable grounds for either American employers or the government to withdraw from that agency.

Noting that United States employer withdrawal would increase the influence of the Communist nations in the ILO and hand them a major propaganda victory, the Association said that only by continuing to participate can this country effectively counter in that body the high-powered propaganda campaign emanating

from behind the Iron Curtain, and work to improve the ILO program.

The Association report specifically rejects the contention that American business should drop all connection with the ILO because of the presence in it of Communist "employer" and "worker" delegates who are under the domination of their governments, the admitted tendency for ILO activity to range beyond the pure confines of protective labor standards, and the fact that some of its undertakings may be more socialistically-oriented than Americans would like. Realistically, the report states, the complaints lodged against the Organization "are not so much with the ILO itself as with the state of today's world."

Calling for appointment of United States government, worker and employer delegates of the highest stature, the Association asserted it is not enough that they simply continue to participate but urged that they work for important changes in the ILO's way of doing things. These are among the more important matters the Association believes merit sustained attention: 1) De-emphasis of the convention-adopting or legislative functions of the ILO. 2) Development of a practical ILO program in research, education, and technical assistance which is where the most useful work can be done. 3) Changing the emphasis in the industry committees from legislative-type activities to educational work. 4) Attempting to resolve the problem posed by the presence in the ILO of "employer" and "worker" delegates from the Communist nations who can speak only for their governments.

The Association report was formulated for its Industrial Relations Committee by the Special Committee on National Affairs, after extensive consultation with members of recent U.S. employer delegations to the ILO and others experienced in ILO affairs. The Commerce and Industry Association of New York, Inc. is located at 99 Church Street, New York 7, N. Y.

Looking Over the Employee Magazines

IN THE WOODS THERE'S A WORD FOR IT, says the editor of the *Weyerhaeuser Magazine*. He has used typical job titles peculiar to the lumbering industry to make a very interesting short feature story. It is illustrated with cartoons. Every man in the woods has a special job title, the story explains. But in most cases he also has an unofficial handle tagged on him by his fellow loggers. Not so common today as they once were, these informal names are usually descriptive of the job performed by the man in the woods, or his status as a greenhorn or a veteran.

His first job may have been as a 'whistle punk' (signalman). And if he didn't stay long in any one camp, he was known as a 'camp inspector' or 'boomer.' He usually envied the 'squinthey' (saw filer) and the 'push' (foreman), and especially the 'fern-hoppers' (foresters) and 'scenery inspectors' (civil engineers on the logging railroad). When he worked up to 'siderod' (loading foreman) or became a 'Cat skinner' (tractor operator), and was so inclined, he may have found himself 'in the bight' (married). This was once considered a sad fate for any 'timber beast.' This kind of piece could be worked out for almost any industry, and carries with it a subtle appeal, making the employee feel rather special, in the know, proud to be part of this particular group. T. H. Mutchler is the editor of the *Weyerhaeuser Magazine*, published for Weyerhaeuser Timber Company employees in Tacoma, Washington.

SECRETARIES STICK THEIR NECKS OUT and talk about the ideal man in the November number of *Echoes* published by the Teachers Insurance and Annuity Association & College Retirement Equities Fund, New York. Some even go so far as to name names. Coupled with the quiz is a reprint from the *Personnel Journal* of "What is a Boss?" The editor, Connie Pirnie, is plan-

ning, with some courage, to continue printing more opinions of bosses from secretaries in future issues.

TOWARD A BETTER UNDERSTANDING, is the goal of a new magazine, *USS Westerners*, published for the employees and their families of Columbia-Geneva Steel Division and Columbia Iron Mining Company (United States Steel Corporation). The first issue, which appeared in November, was exceptionally good-looking, using two colors, good photographs, maps and cartoons. Alden G. Roach, president, explains in an introductory note, "This issue marks the launching of a new venture—a magazine for all the employees. Its purpose is to give all of us a better understanding of each other and what we do and why." He goes on to say that the phenomenal growth of the West is fascinating. It is a story of people and their accomplishment, of the growth of farms, industries and cities. "Even more fascinating is a look into the future and the part we hope to play in the future development of this great country."

The editor, Rockwell Hereford, says that "in the long process of planning a magazine for us westerners of U. S. Steel, the editorial staff was full of ideas for the editor's column. Now as we go to press they all seem inadequate. But that is proper. We have reached the point where the real need is for each of us to share in contributing ideas. As you turned the pages," he continues, "we hope you had ideas of what you would like to know about the rest of us at other works or mines or offices. If so, you are in a good position to watch for news in your area."

Who, the editor asks, is doing an outstanding job in his community that reflects credit on all of us? What are we apparently doing or not doing, on which most of us need more information? What unusual skills or happenings among us are of more than

local interest and would give a lift or a helpful laugh to the rest of us?

The first feature story in the issue combines imagination with statistics to build morale and prestige. The editor creates an imaginary city of employees and their families to show the scope and importance of the firm and its work. The result is a "city" of 75,000 people, an impressive picture.

NEW EMPLOYEES AT THE MINNEAPOLIS STAR AND TRIBUNE had an opportunity to meet and chat with executives and department heads at a get-acquainted coffee hour recently. Over 30 new employees (employed since July 15, 1956) attended the afternoon coffee hour. The Tribune publishes a six-page news sheet, *Newsmakers* for employees, which reflects a friendly, lively spirit. A column called "How Are We Doing" keeps readers informed of company progress. The November number reported on advertising, and described changes being made in the pressroom, as well as expansion of facilities for the Associated Press news and wirephoto bureaus. Another item in the paper tells how to transfer incoming telephone calls, a helpful bit of information.

A SMALL GOLD INSERT, containing a calendar, the masthead and table of contents adds a touch of elegance to the winter issue of the *Dravo Review*. The stiff gold sheet is about one-third as wide as the other pages, and runs through to the back of the book. *The Review* is published three times a year by Dravo Corporation, Neville Island, Pittsburgh. Garland C. Raines is the editor. The very good-looking magazine uses heavy paper, two colors, plenty of white space, to make an impressive appearance. The building of tunnels, dams, and various vessels is described and pictured in the magazine, which is something of a combination external-internal with the emphasis, per-

haps, on the former. One brief piece, however, is an interview with a captain and a pilot on two river boats built by the firm.

REMARKABLY CLEAN AND CLEAR PRINT AND PICTURES characterize the *Keystone*, publication of the Hazard-Okonite Company, Wilkes-Barre, Pennsylvania. A 12-page newspaper, the editor has chosen pleasantly heavy paper for his work, which adds to the attractive appearance. Stuart Colman, who edits the *Keystone*, has made good use of features not directly related to the company, which are nevertheless helpful and interesting to readers, and give a good impression of an interested management. One is on packing and moving, and gives detailed information of real value on such things as weight charges, insurance, transportation tax, hauling rates, and even the do-it-yourself plan. Another article is on how to sell a house and is full of valuable advice. One of the most important things in selling a house, according to the article, is to sell while occupied and show a home to its best advantage. Arrange your closets, appeal to the lady of the house, check your bathroom, be sure your bedrooms are clean and restful, turn on the lights, send away the audience (too many people embarrass the prospect), shut off the radio, keep your pets out of the way, don't gossip, and don't apologize.

One reason for this kind of advice about moving and packing is the fact that the plant was to be moved from Wilkes-Barre to North Brunswick. The rest of the September issue was devoted to a detailed, informative description of the new community, with an analysis of the housing situation, as well as pictures and descriptions of public facilities such as churches, hospitals, schools and parks. This kind of orientation job shows the important part that a company publication can play in making a difficult transition such as the moving of a plant.

HELP WANTED

PERSONNEL TRAINERS: A leading 46 year old professional management consulting firm is seeking several younger men to train and develop for its permanent staff. These men should have had 2 or more years of experience in personnel administration, preferably with an industrial company, should be 27 to 30 years of age; have a minimum of an undergraduate degree, the capacity to learn rapidly and the motivation to be successful in professional work. To these men our Firm offers the opportunity to work with able executives of top companies on problems of major importance, and advancement and earnings based on individual performance. Please send resume in confidence to Box 490.

PERSONNEL ASSISTANT: For the Chicago home office of a leading national company known for its history of growth and progressive management innovations. This position offers excellent opportunity for development and advancement. The applicant should be 24 to 30 and a college graduate with background in personnel administration or psychology. Should have a minimum of one year experience in personnel work. Replies will be held in confidence and should include age, experience, education and expected salary. Reply Box 491.

POSITIONS WANTED

ENGINEERING PERSONNEL AND LABOR RELATIONS: Mechanical Engineer, age 33, married, with BS and MS in Mechanical Engineering, is familiar with labor law, has six years varied experience in engineering department of large West Coast aircraft manufacturer, desires position in Labor Relations, Wage and Salary Administration, or Personnel Management which will utilize combined background of engineering experience AND 3 years in management, negotiations, and contract administration for large technical employees association. Active in technical and professional societies. Interested in motivation and utilization of technical employees. Position must be with a progressive management. Present salary \$8,100. Reply Box 470.

INDUSTRIAL RELATIONS ADMINISTRATOR: Nearing completion of year's contract assuming full responsibilities of disabled Industrial Relations Director in multi-plant company. Now seek permanent assignment at comparable level. Direct contact with present employer invited. Total of 17 years' broad experience in all industrial relations and personnel functions. Professionally trained. Will relocate. Reply Box 479.

COMMUNITY RELATIONS—EMPLOYEE SERVICES: Degree plus 20 years experience in public relations, employee services, community services and relations, communications and publications. Age 43. Desire change to job with a future and preferable connection with expanding industry in western U. S. Present salary \$5,200. plus bonus as Advertising manager for small daily newspaper. Resume upon request. Reply Box 480.

Advertisements will be accepted for this section at 50¢ a line for one insertion; 10% discount for two insertions; 20% off for three insertions or more. PLEASE REPLY TO ADVERTISEMENTS by box numbers, Personnel Journal, P.O. Box 239, Swarthmore, Pa., unless another address is given in advertisement.

YOUNG MAN, age 27, married, one child. 5 years experience in personnel and recreation administration desires this type position. Excellent references. Present salary \$5440. Experience includes work as supervisor in employment interviewing, house organ editor, community recreation director, assistant chief industrial recreation, and public relations. Further details by writing Donald R. Wedge, P. O. Box 66, Fairborn, Ohio or call Dayton, Ohio, KEnmore 7111, Ext. 59115.

PSYCHOLOGIST: Sales and market research background. Knowledge of law, real estate, medicine and security market. Prefer a position with established corporation, where the past experiences may be utilized to further the development of the organization. Age 30. Reply Box 483.

PERSONNEL: Age 35, married; M.A. degree psychology; sales manager; counselor and instructor of personnel, sales and psychology at Business College. 3 years personnel director medium size plant. Midwest preferred. Reply Box 484.

PERSONNEL ADMINISTRATION: Male, 5 years experience, B.A., veteran, father, present salary \$7000. Prefer New York City area. Reply Box 485.

PERSONNEL OR TRAINING: Want an interesting and challenging personnel position. This could be in training or personnel management. 6½ years diversified experience in personnel work. Age 33. Master's Degree, Industrial Psychology. Will locate any place where there is challenge and opportunity. Reply Box 486.

LABOR AND INTERNAL COUNSEL: Attorney, 35, with B.S. and M.S. in engineering, seeks position with greater opportunity. Broad corporate experience all phases negotiation, administration, multi-labor contracts, arbitration and litigation. Experienced with incentive plans, job evaluation, workmen's and unemployment compensation, usual fringe benefits, and policies and practices for non-bargaining unit personnel. Presently employed. Reply Box 487.

PERSONNEL MANAGER: Over 15 years experience as Personnel Manager or Assistant Manager with engineering or scientific firms. Outstanding record in professional employment, policies and procedures and labor relations. Reply Box 488.

PERSONNEL: Employed but desire to become associated with personnel-minded organization. Now personnel manager in company employing 1000. Appropriate college background plus 8 years personnel experience. Married, 2 children, age 32, excellent health. Would like to locate in medium sized city near East coast. Desire salary of \$7,200. Resume upon request. Reply Box 489.

PERSONNEL Journal

The Magazine of

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

P. O. Box 239, Swarthmore, Pennsylvania

President and Treasurer, EDWARD N. HAY Secretary, D. D. HAY

Volume 35

Number 11

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

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Conference Calendar

APRIL

- 16-17 Berkeley, Calif. Claremont Hotel
California Personnel Management Association. 37th Pacific Coast Management Conference. California Personnel Mgt. Assn. Fifth Floor, Farm Credit Bldg., 2180 Milvia St., Berkeley 4, Calif.
- 20-26 St. Louis, Mo. Kiel Auditorium
Industrial Medicine & Surgery. 12th National Industrial Health Conference. E. C. Holmblad, M.D. Managing Director, Industrial Medical Assn. 28 E. Jackson Blvd. Chicago 4, Ill.
- 22-24 Richmond, Virginia. Hotel John Marshall
American Society for Personnel Administration. 9th Annual Conference. Mrs. Christine Winston, Conference Chairman, Hotel John Marshall, P. O. Box 299, Richmond, Va.
- 25-26 New York, N. Y. Hotel Statler
Society for Advancement of Management. 12th Annual Management Engineering Conference. SAM, 74-5th Ave. New York 11, N. Y.
- 26-27 Washington, D. C. Hotel Statler
Industrial Relations Research Association. Spring Conference. Edwin Young, Secy.-Treas. Industrial Relations Research Assn. Sterling Hall, University of Wisconsin, Madison 6, Wisc.

MAY

- 3-4 Houston, Texas. Rice Hotel
Southwest Area Conference on Industrial Relations. Leonard Patillo, Mgr. Houston Magazine, Commerce Bldg. P. O. Box 2371, Houston 1, Texas
- 9-10-11 San Francisco, Calif. St. Francis Hotel
International Association of Personnel Women. 7th Annual Conference. Margaret C. Ritchie, Conference Chairman, % Dept. of Industrial Relations, State of California, 965 Mission St. San Francisco 3, Calif.
- 12-16 Los Angeles, Calif. Hotel Statler
National Office Management Association. 38th International Conference & Exposition. NOMA, Willow Grove, Penna.
- 16-17 New York, N. Y. Waldorf-Astoria
National Industrial Conference Board, Inc. General Session. NICB, 460 Park Avenue, New York 22, N. Y.
- 17-21 Fort Worth, Texas. Hotel Texas
American Society of Training Directors. 13th Annual Conference. John N. Watson, % CONVAIR, Training Section, Fort Worth, Texas

PERSONNEL JOURNAL. Published monthly, except for combination July-August issue. Editorial and General offices Swarthmore, Pa. Publication office: Mt. Royal & Guilford Aves., Baltimore 2, Md. Entered as second-class matter at the Post Office at Baltimore 2, Md., under the Act of March 3, 1879.

SUBSCRIPTIONS: \$6.00 per year (11 issues), \$11 for 2 years, \$16 for 3 years, in the United States and its possessions, Canada, Central and South America. Other countries: \$7.00 per year, \$13 two years, \$19 three years. Single copies, 75¢. MULTIPLE SUBSCRIPTIONS: Subscriptions for the same organization, to begin with the same issue, and to be billed as a unit, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses. CHANGE OF ADDRESS should be received at least three weeks before the change, to avoid wrong delivery and delay in receipt of copies. Give both old and new address. WHERE TO SEND: All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

Editor to Reader:-

A RECENT VISIT TO BOSTON gave me an opportunity of calling on an old acquaintance, Paul Davis, who is in charge of employee relations for the Gillette Safety Razor Company. He had crossed my horizon a few months ago when I heard enthusiastic comments about a talk he made at the Merchants & Manufacturers Association's annual conference at Palm Springs, California. He described some of the things that are being done at Gillette. Perhaps the most interesting feature of their policy is that all employees, both clerical and manual, are on a salaried basis, and receive full pay if sick, under a somewhat unusual sick-pay policy. They do not claim that the salary plan is responsible but it is a fact that last year 2300 people produced more goods than 2700 people did three years ago. Another interesting feature is their periodic attitude surveys. These have been taken a number of times by Opinion Research Corporation of Princeton, New Jersey, the latest one being reported in a handsome, well-planned booklet. I think I have seldom seen a man as keen about his job as Paul Davis is, and as great an enthusiast about New England as a place to live.

ONE OF OUR TEXAS READERS has been advertising for a new position and here is what he says about *Personnel Journal* as an advertising medium:

"After two months printing of my Position Wanted advertisement, I want to tell you that I have had nine very interesting responses. I was impressed with the scope of the responses as several types of business and industrial activity have been represented. Although I have no definite job possibility as yet, several of the return responses have been quite encouraging."

Another reader whose subscription, through oversight, had lapsed says:

"Under no circumstances do I want to miss a copy of the Journal, nor do I want it delayed."

It is very nice to know that *Personnel Journal* is so useful to its readers.

You hear much these days about fringe benefits. Webster defines "fringe" as a "trimming".

W. A. Kissock, V. P.
Hotpoint Company

WHEN YOU HAVE SEEN AS MANY CORPORATION PRESIDENTS at close range as I have you often wonder "how they get that way". Here is John Smith, president of the XYZ Company. He is 50 years of age and has been president for 5 years and is pretty effective. Five years ago he was vice president of sales, a job which he held for about 6 years. Before that he was district sales manager, a local sales manager, a salesman, a sales trainee, a job he'd been started with when he came out of college.

Now how, when, and where did John Smith learn to be president? When you know the job of president well, you realize how many unusual things go into it. One of the principal concerns of the job is planning the future of the company for years and years ahead. Another one is the necessity of knowing something about everything and being able to coordinate all the activities of the company in one harmonious whole, and yet being able to do this through contact with only 6 or 8 men. How in the world did John Smith ever learn to do all these things and acquire all this knowledge?

Well, the simple fact is that a lot of John Smiths don't really know, although most of them if they remain president long enough will gradually pick up the knowl-

edge as they go along from one problem to another. I am sure it would not be profitable to train all our young men for the duties of president, because most of them would never get to that job. On the other hand, there is a common core of knowledge and skill, a great deal of which would apply in the president's job. This includes "skill with people," by which I do not mean merely getting along agreeably. Rather it's a matter of acquiring that deeper understanding of human motives and desires which makes it possible to estimate what a man is likely to do in a given set of circumstances, and to provide in large part those circumstances that will encourage him to do the things you want done.

Another thing you can do is to widen your knowledge as extensively as possible in all departments. One other thing that is desirable—indeed, necessary—is a good mind; good not only in speed and range but also in efficiency of functioning. Few men make good presidents without having very good minds—the "gooder" the better. It so happens that a wide fund of information correlates with intellectual brightness, undoubtedly because bright people eventually tend to pick up and hold more knowledge than less bright people.

There is a lot more to it than this but I think it would pay every young ambitious executive to study his president and his president's job and to prepare himself so far as he can for the things ahead, all of which will be useful in the intermediate jobs—if he is lucky enough to get any of them.

THE INSTITUTE OF INTERNATIONAL EDUCATION, 116 South Michigan Avenue, Chicago 3, has recently conducted the second national conference on exchange of persons. The purpose was to discuss means of strengthening and expanding America's world-wide exchange-of-persons program. They report that this program has been of increased importance to American business

and that dozens of American firms, seeking foreign nationals with an appreciation of American methods to staff their growing overseas operations, have consulted the index of educational exchanges maintained by the Institute of International Education.

"One obstacle to complete delegation is a natural unwillingness to see your junior do things differently than you would, even though his way is equally effective."

ON A NUMBER OF OCCASIONS I HAVE QUOTED DR. A. H. MASLOW, who has given what I always consider the best account of the "basic needs of man". Here is an outline I made on this subject 13 years ago, which was used as a guide in a supervisory training program. The purpose of the program was to help supervisors attain a better understanding of the needs of their subordinates—of how to "put themselves in the other fellow's shoes."

Employee Needs in His Job, as Related to the Five Basic Human Needs

<i>Basic Need</i>	<i>Job Need</i>
1. Physiological	
2. Security	A steady job Sickness, old age, accident and disability protection Death protection for family
	Emergency Loans Vacations with pay
3. Love	The friendship of fellow-workers
4. Esteem	The good opinion of his fellow men, especially his boss
	A feeling of self-esteem based on competence, achievement, experience, etc.
	The feeling that he is fairly paid
	Proper introduction of new employees
	Good working conditions

Information about the organization

Consultation on procedure-changes

Merit rating and merit salary increase

5. Self-actualization

Proper assignment to a job in which he has aptitude and training

Opportunity for self-development

Opportunity for advancement

Opportunity to present suggestions

LETTERS FROM READERS are among my most appreciated dividends as an editor. I mean it most sincerely, and hope that you will drop me a line if you have a thought you would like to share—as J. R. Clarke, director of industrial relations for the Stewart-Warner Corporation of Chicago, did recently. Mr. Clarke had been re-reading "Holding Up a Mirror for Personnel Directors" in our November issue, and wrote me that he feels that one of the things a good personnel man needs most is "the determination, or the desire, or perhaps it is the courage, to come to grips with human relations problems." He says personnel people tend to procrastinate in tackling such problems, telling themselves that "attitudes may change; hearts may change; the problem may iron itself out; it's a touchy situation." But in most cases, he believes, delay does more harm than good: "the problem is seldom, if ever, erased with time. . . . The treatment and cure may be tempered but an immediate face-on view of the real problem can't be tempered." Mr. Clarke shows that he is not calling for impetuous or headlong action when he advocates objectivity and "searching out the facts before arriving at a conclusion or setting a course toward solution of the problem."

LABOR UNION PUBLICITY AND POLITICAL ACTION were the subjects dealt with by George F. Hinkle, Commissioner, Division of Labor for the State of Indiana, in a talk before the 61st Annual Congress of American Industry at the Waldorf Astoria Hotel last December. The Congress is sponsored by the National Association of Manufacturers. Mr. Hinkle says that industrialists have the responsibility to counteract the concerted effort labor leaders will make to destroy them. The unions spend millions of dollars on publicity in which management is made to appear as villainous exploiters of the American masses. They spend this money with publicity people who have all the skills possessed by the so-called Madison Avenue publicists. Mr. Hinkle thinks it is the responsibility of management to do something systematic to offset this constant hammering at the integrity of management.

THE AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION is on its toes publicity-wise. More than two months before its 9th annual conference, to be held in Richmond, Virginia, on the 22nd, 23rd and 24th of this month, a program of the conference, together with background information about some of the scheduled speakers, was sent to me with a request that I pass one copy of the program to the business editor of a local newspaper.

One of the speakers to be heard is the indomitable Victor Riesel, whose subject will be "Wanted: A New Morality." His biographical sketch ends with: "The acid hit my eyes but not my mind, my spirit or my backbone." I myself am looking forward to speaking at one of the concurrent meetings on the first day of the conference, on one of my favorite subjects—the Guide Chart-Profile method of job evaluation.

Ned Hay

21 Executives' Wives Learn How to Help Their Husbands

By JOHN J. GRELA
Edward N. Hay & Associates, Inc.
Philadelphia

EVERY executive knows that his wife plays an important part, not only in his daily life, but also in his business success. Of course through the years we have counseled many wives individually in relation to their husbands' careers, but had never undertaken a "wholesale lot" as management consultants who had just appraised and counseled the husbands.

We had been making a management survey for this corporation. Among other things this had included a review of the job experience of each company executive and a psychological appraisal of each man. Our job-related findings and recommendations had been communicated to management. We had talked with each of the men, trying to help them to better self-understanding and show them how to capitalize on their strengths, in order to reach their realistic objectives.

It was at this point that the president called me to his office. "Many of our executives," he said, "have told me of their appreciation of the good counsel you gave them after the appraisal of their talents. You advised them to discuss the matter with their wives. I know that some of them did that, and in some cases the wives would like more information and advice on how they can help their husbands. So it seems to me we ought to have you go on and talk with all the wives who are interested. When can you do it?"

Arrangements were made to start this project the next Monday morning. I was to talk individually with 21 wives in three

What could you discuss with a mature woman—a V.P.'s wife, for example—to give her a better understanding of her husband's needs and show her how to help him reach his objectives? The author, on such a "spot" 21 times in three days, found that all the wives had pretty much the same problems and that it seemed to help them a great deal to talk them over with the same management psychologist who had already counseled their husbands. You may wish to consider a similar program on the distaff side.

days, giving each of them an hour. As it turned out, it was fortunate that the time limit had been set, because many of the ladies would have liked several hours. Even now I am facing a "return engagement"; an indication of a real need which the interviews seemed to partly satisfy.

After talking the assignment over with my own wife that weekend, one of my first decisions—a fundamental one—was that I would direct my counseling to the wives themselves rather than attempting to tell them anything about their husbands. Any discussion of a husband's need for improvement in any direction, I decided, would only put the wife on the defensive and arouse resistance. I couldn't win with such a program. I would talk with the wives only about their own problems insofar as

these problems concerned their husbands' success.

At the start of each interview I pointed out that both we as management consultants and she as a wife were concerned with the executive in his job. I observed that she had a vital role to play in her husband's success and that this talk was to help her play it better. I was not going to pass judgment on her as a wife; there would be nothing put down in writing. Our conversation would be reported neither to her husband nor to management. When she walked out of this room, that would be the end of it as far as I was concerned; I would remember her only as a person I had met. Any misgivings and nervousness the wife may have had were quickly dispelled as we talked. When purely personal problems were brought up I told the wife that I could not deal with such things; I offered a list of professional marriage counselors, which seemed to satisfy her.

HELPING HUSBANDS REACH GOALS

In my first few interviews I was feeling my way along. I usually began with something like this: "As an executive's wife, you have a certain responsibility in working with him and helping him towards his goals and aspirations." When the wife asked me to explain, I added: "If it should happen that you don't know his goals, his aspirations, what he is striving for, then you may be at odds with what he is trying to do. Perhaps he isn't striving hard enough for things which are within his grasp. Some day he may reproach you with it, pointing out that he might have gone further than he has but that you never discussed this matter with him. You are the person to try to understand his aspirations, and to know what's behind them and how realistic they are. You are the one person he knows who is most interested and has so much at stake."

There is another important reason for discussing his aspirations, I said. This is

simply because at some point in his life every man "runs out of gas." Very often he finds it difficult to admit to himself and his family that he is probably not going to be a V.P. or reach some other goal. He almost feels that it would be admitting he's "finished." "You," I said, "can see the situation and adjust to it much sooner than he can, and certainly you can help him with this adjustment."

Nearly half of the wives recognized that this situation had already occurred. "What can I do about it?" one of them asked. I suggested that she might, for example, say something like this: "Look, John, I'm tired of driving as hard as this. When can we take a month's vacation? You've certainly attained a nice success; why don't you take it a little easier now and spend some time with me and the family—don't give it all to your job." She left our conference as pleased as could be with the feeling that there was something she could do.

IMPORTANCE OF LISTENING

I asked all of the wives whether they listened at home, and all of them said, "Yes, I do." But when we discussed the matter it usually came out that they really didn't. I told them the story of a man who had completed a contract that might go wrong and might cost his company a great deal of money. He had been in conference all day, and when he came home he was wondering whether his job was secure and what the future held. When he appeared, his wife gave him the usual peck on the cheek and said, "Before you start telling me about your day, I've had a rough day too. I've been asking you for months to fix that bathroom faucet and now, before you get any supper, you must fix it." This sudden attack hit him hard; it's a true story.

I agreed that wives, too, needed consideration and that she also had her problems and should have the opportunity to tell him. One of the wives came up with

a solution that had worked well for her. She made a list of things to be done—things that had happened that he should know. The lists are always kept in one place, available when he feels like coping with the problems they pose. She said that her husband might not read the lists on some evenings. But most of the time he would not only go through them, but have many answers ready and things done before she knew he had even read the list.

KNOW WHAT HUSBAND DOES

How can any woman help her husband, I asked, if she doesn't know what he does? How can he talk with her about his job if she doesn't know what it is? Know his relationships and where he fits into the organization, and especially with his superiors, I said; know what kind of responsibility he carries and what his problems are.

One of the wives told of a personal experience that brings out this point. In talking to a neighbor, she had been told that this neighbor's husband had been made manager in a medium-sized grocery chain store. About a month later her own husband came home bubbling over with enthusiasm and told her he had been made assistant manager. She tried to be enthusiastic but recalled that it must have been evident that she was not impressed. It was some time later that she learned the difference. Her husband was an assistant general manager of a multi-million dollar manufacturing division. She had never really understood what he did and the coincidence of the two promotions and the use of the titles confused her. Her husband appreciated her admission to him and they had a celebration befitting the occasion.

HELP HIM IMPROVE HIMSELF

In studying your husband's job, I said, learn to help him improve himself. One wife realized that her husband was not increasing his general knowledge and that one limitation was his vocabulary. She decided

to help him but didn't want him to know what she was doing. One evening she said, "Instead of watching TV tonight, let's play this game." She got out several issues of *Reader's Digest* and began with the questions on vocabulary. They began playing the game and enjoyed it very much. One day he said, "I've just caught on to what you're doing and it's the nicest thing that has happened to me in years." She said this praise was worth everything to her.

GROW WITH HUSBAND

As many men move up in the organization, they have to raise their level of living. Pretty soon a man is in the top executive class but his wife has remained behind. She hasn't reached out to grow. She still goes to the knitting club instead of the bridge club. She meets her old girl-friends to go to moving pictures rather than the theatre. When her husband becomes a vice president, she finds herself gradually associating with different kinds of people.

One woman's husband had become a vice president and he said to her, "I've got to have the other vice presidents over for dinner." She found they didn't have the right silver or other things. So the wives must learn to grow even in spending money. One wife remarked how hard it was to force herself to buy things which were a little better.

LOOK FOR HIS GOOD POINTS

We are so used to criticizing and finding people's weaknesses and taking for granted the good points that we miss many opportunities to help. It is a lost opportunity not to appreciate a husband's good points. I said to one of the wives, "Tell me about your husband." She talked about him for several minutes and then sort of ran down. I asked her if there was more and she said that of course there was, but she hadn't really thought too much about her husband in this way. I told her that I had asked a widow to tell me about her hus-

band and that she could have gone on for hours. She had taken the time to think—to evaluate his good points. This was a shock method, I admit, but it really stirred some of the wives.

I pointed out that by searching for his good points a wife would be able to help with his weak points. One woman agreed that her husband was very considerate, although she had not given it much thought until that moment. "I now see him in a different way. Now I can tell you more about him because I'm thinking about him. Do you want me to tell you more about him?" I replied, "No, not as long as you're thinking about him!"

WATCH HUSBAND'S HEALTH

Many of the wives touched on health and one remarked how often we hear of a man who is perfectly all right one day and the next day is gone, "just like that." Of course, we know that it doesn't really happen that way. Ill health is progressive and a wife should not be unaware of such a development. The wife can do a great deal by watching her husband's appetite and his energy and enthusiasm. Many husbands are reluctant to admit that they aren't as sound as when they made that touchdown for Central High. They minimize their physical changes.

SHARE INTERESTS

I asked all of the wives whether they shared their husbands' interests. Many of them said, "Well, we do many things together." But questioning sometimes brought out that these things were mostly what the wife liked to do, because "he is so concerned with his work that he hasn't time to think about the things I enjoy." This led to my observation that it isn't just a matter of husband and wife being in the same place at the same time. This subject aroused a great deal of comment from nearly all of the wives. Among the older

ones, it usually led into a discussion of retirement and how to plan for it.

PLAN TOWARD RETIREMENT

A number of the husbands were over 60 and none of them had made any definite plans for retirement. Three or four of the wives said "I'm going to mention that to him; he doesn't want to face it." I reminded them that the company now has a compulsory retirement plan and that something was going to have to happen on a certain date. For all of them, I calculated the exact date.

I asked, "What's going to happen when this day arrives?" The reply usually was, "I dread the day," and I replied by pointing out that if they started working on it now, it could be a happy day instead of a dreadful one. It was surprising how few of them had made any effort to think about what would happen at retirement or to help the husband think about it. All of them were fascinated with the problem and I was prepared with references to books on retirement and material from insurance companies which dealt with the problem.

DIFFERENT WIVES: SAME PROBLEMS

One of the things I learned from this series of interviews was that the same questions arose with nearly all of the wives. In the beginning, I was concerned about what questions to ask, but as one interview succeeded another it was apparent that all of the wives had the same problems and, consequently, each interview flowed along without any need to ask questions about what problems they had; they all had problems and they were generally the same ones.

Now that I look back on it, this seems entirely natural because all the wives were in the same situation, the problems which they faced within that situation differed only in minor detail. Every husband has problems of advancement, health, recreation, retirement and so on, and all of the wives are concerned with these matters.

Already I have been asked to return for further discussions with some of the wives. However, I will remind them that my only function is to help a wife understand her husband better and to better meet her responsibilities. I will not discuss the strengths and weaknesses of a husband with his wife. I will only try to help the wives with their own problems.

Any number of executives whose wives have played an important part in their success have told me with pride how much they credit their achievements to their wives. "I would never have made it with-

out her"—"If anyone deserves credit, it is my wife"—"I don't mean she inspired or drove me, she listened, understood, was up when I was down, kept faith in me, never questioned for a moment that I could do it, even when I had the gravest doubts; helped me clarify my thinking. She knew what I was going through. The smartest move of my life was when I married her."

These are some of the comments made by men. I asked the wives if they felt they deserved such comments. Not many did, though each felt they wanted to and should have. In most cases it was not a lack of desire, but a lack of understanding.

About the Authors

John J. Grela is engaged in consulting work in various fields of management. He received his training in psychology at the University of Rochester and is a member of the American Psychological Association. His experience is extensive in the personnel field. He joined Edward N. Hay & Associates, Inc. in 1950 and was made a principal in January 1956.

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Roberta J. Nelson is a member of the research staff of the Industrial Relations Center at the University of Minnesota. She received her BBA degree from that university, having majored in industrial relations, and is now taking graduate work in that field. Her article is a summary of a study done by her in the seminar in industrial relations under the direction of Dale Yoder, director of the Center.

R. Thurman Taylor, director of personnel for the Hawthorne School of Aeronautics since May 1952, started in business with Burlington Mills

in 1941 as employment supervisor. Later he was made staff assistant covering fifteen plants. He started and operated a personnel department for the eleven mills of the Chadbourn Hosiery Mills, Charlotte, N. C.

Dalton Edward McFarland is associate professor of management, and associate director, Labor and Industrial Relations Center, at Michigan State University, where he is in charge of personnel management program service. A management consultant on human relations, personnel and labor relations, he is currently studying the human and organizational relationships of the industrial relations director to other company executives; is interested also in leadership processes in union locals. Dr. McFarland has a Ph.D. in human relations and industrial relations from Cornell; other degrees from the Western Michigan College of Education and the University of Chicago. As a teacher, he transferred from Cornell to MSU in 1952.

Louis Stein started in food retailing as a delivery boy at 13, and became president Food Fair Stores, Inc., the nation's seventh largest grocery chain, in 1953. He graduated from Fordham University Law School and is still associated with a law office in which he is the senior partner. Mr. Stein holds several directorships and is also active in educational and philanthropic affairs, including the Food Fair Stores Foundation which annually grants scholarships to deserving high school students.

The "Behind-the-Back" Way in Training Conference Leaders

By B. J. SPEROFF
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CONFERENCE leadership has become a respected full-time professional job in a growing number of companies. But this report will be of equal interest to many concerns which train their supervisors in conference leadership, either as part of their job responsibilities or as part of an enlightened manager-development program.

Considerable attention is devoted to the selection and development of conference leaders because of the increasing importance of companies' education and training activities. The leaders serve as communication links between the various management echelons, initiating and carrying on integrated courses and training experiences.

Conferences are generally of three types: informational, advisory, or problem solving. Through the years, as training needs and goals change in any company and as training methods improve, the conference leaders should learn to become more adaptive and flexible. Hence, periodical seminars and workshops of the refresher type are necessary for personal growth and development. In them the leaders consider, study and assimilate new material and practice skills in conducting specific kinds of conferences. For example, the skills and knowledge required to conduct a problem-solving conference are quite different from those needed for informational conferences.

An important part of training for conference leadership is the critique—the objective analysis and evaluation of the main elements of the meeting. Among other things, these elements include the skill and

A sensitive person may find it hard to give a critical appraisal of another person's performance—with the other person sitting right there facing him. It's much easier if the other withdraws from the group by turning his back; everybody gets more from the discussion. The author shows how the method, proved effective in clinical psychotherapy, may be used in training conference leaders.

judgment demonstrated by the leader. Other elements to be appraised have to do with chartpad handling, questioning skill, fact-finding ability, and the use of summaries and transitional ideas. Leaders are judged by skilled observers who assess the entire conference objectively with the use of a special rating form or guidesheet, or otherwise by predetermined criteria. After the conference the observers go over the evaluation point by point with the leader.

THE BEHIND-THE-BACK PROCEDURE

During the past few years a "behind-the-back" procedure has been used therapeutically with considerable success in psychotherapy sessions with clinical and hospital groups. The main purpose is to derive the maximum value from other patients' interpretations, attitudes, feelings, reactions, and so on, toward an individual's experiences by a mutual shar-

ing of such experiences in a permissive climate.

The method operates as follows. An individual relates an experience, a problem, a dream, or the like, to the group. In order for this individual to secure the utmost benefit from others' reactions he is asked to recount his situation with his back turned to the group. After his presentation he is considered to be out of the room physically, not being in face-to-face contact with the group.

The social removal of the individual from the group, by reason of his back being turned, provides the proper climate for effective examination and appraisal of personal experiences. Group members have an extra measure of freedom to participate without inhibition and can maintain some semblance of judgment and independence to express personal feelings and interpretations which they would be reluctant to state in the ordinary face-to-face situation. The freer discussion and evaluation may prove of more value both to the individual and the group: group members gain greater insight and understanding by sharing an empathic experience with less restraint.

APPLICATION TO CONFERENCE LEADERSHIP

The same procedure with some modifications provides an instructive experience when used in training conference leaders. The leader is handed a 3 x 5 card which contains a cryptic statement of the problem situation. He is given one minute to study the situation and plan the strategy for the conduct of the conference, which most often would be either of an advisory or problem-solving type. While the conference leader is thus occupied, the group is instructed only as to what roles they are to portray, e.g., heads of departments, members of a special committee, production foremen, etc.

The conference leader is allowed to conduct the conference in any way he elects, using such visual and other training

aids as may serve his purpose. Time is called at the end of a stated period, usually fifteen or twenty minutes, depending on the size of the training group. At a signal the conference leader turns his back by sitting in a chair facing away from the circular group.

One by one, each of the conference leaders, who have been participating as conferees, makes a brief comment as to his personal reactions about any facet of the conduct of the conference by the conference leader. These statements may refer either to the conference leader himself or to any phase of the conference process. Each conferee in rotation is allowed to state but one idea, view, or impression, without interpretations or elucidations of any kind.

If any of the conferees attempts to go beyond a single expression, the conference chairman cuts him off. Because it is recognized that the conference leader (who has his back to the group and is not permitted to rebut any of the observations while they are being made) will want to state reactions, points of clarification, explanations and the like, he is free to make notes while the critique is going on.

After the round-robin comments, the conference leader is given permission to rejoin the group by turning his chair inward to face the group again. Next, the conference leader reviews his overall impressions in conjunction with the general tenor of the comments made by the conferees. He is permitted, if he so chooses, to relate his own feelings and impressions in connection with particular observations which were made. Then the conference is thrown open to a general discussion.

CHECKING UP ON RESULTS

The results of this training method have been evaluated by random, yet periodic, observations of each conference leader's performance three months later. Almost without exception, these conference

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Industrial Relations Graduates Seven Years Later

By ROBERTA J. NELSON
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University of Minnesota

DO INDUSTRIAL relations "majors" usually find their careers in this field? What kinds of jobs do they get? Do they need advanced training beyond a bachelor's degree? How do salaries in beginning industrial relations jobs compare with those in other fields of business administration?

Some answers to such questions may be useful to personnel directors in their recruiting, as well as to fathers whose sons are thinking of following in Dad's footsteps, and to sons deciding on a college course. In this paper, I am using "industrial relations" to include personnel management and labor relations.

To get the answers, a brief questionnaire requesting information about present job, work history, and additional training was sent to a group of men who had majored in industrial relations and received their BBA degrees from the School of Business Administration of the University of Minnesota in 1948. The 1948 class was chosen because it was assumed that most of these men had completed their military service before graduation and would be less likely to have had their work histories interrupted for this reason. The seven years since their graduation was considered sufficient to allow for adjustments in job choice.

Current addresses were found for 58 of the 59 graduates in the class. Completed questionnaires were received from all 58. The job histories of these men were analyzed to find answers to seven questions.

1. Do industrial relations majors with BBA

The work history of a whole graduating class, with but one exception, is told in this study. Aside from checking your own experience against this "pattern" (if you can remember back far enough) you may be interested in the reported findings as another step towards the "professionalization" of personnel management.

degrees hold jobs in industrial relations seven years after graduation?

About one-third of the class (31%) are currently employed as staff members of a personnel or industrial relations department in a company, government agency, or institution. None was with a labor organization, or teaching. The remaining two-thirds are employed in positions related to their undergraduate training in business administration and economics: general management, sales, accounting, methods engineering, economics research, insurance underwriting and claims adjustment. Three class members are self-employed. One is a transportation officer in the Army. One is temporarily retired from military service: he has not been included in further analysis of job histories and current salaries.

2. *What types of industrial relations jobs do these graduates hold?*

A majority in industrial relations jobs are not specializing, but are responsible for

a variety of functions within the department. Job titles, and the number of men reporting them, are personnel manager (6); industrial relations manager (4); assistant to the director of industrial relations (2); training manager (2); employment manager (1); assistant supervisor of personnel and research (1); supervisor, payroll division (1); assistant farm employment supervisor (1).

3. *How did men who now hold industrial relations jobs enter the field?*

Seven of the 18 entered industrial relations directly following graduation, without experience in other jobs. However, three of them had taken graduate study beyond the bachelor's degree before taking a job.

Eleven men reported experience in other jobs after graduation before entering a job in industrial relations. Four of these 11 men had graduate study in addition to their outside experience before they held their first industrial relations jobs.

Stated in another way, seven of the 18 men now in industrial relations jobs (39%) report graduate study beyond the BBA degree. Three of these men are personnel managers, three industrial relations managers, and one supervisor of personnel research. Their advanced course work was in industrial relations, industrial psychology, law, economics and hospital administration. A comparison of present monthly salaries shows an average (mean) salary of \$600 for men with advanced training and \$552 for those without it.

4. *Have graduates now holding jobs outside the field of industrial relations ever held industrial relations jobs?*

Among the 39 graduates now working in jobs outside the field of industrial relations, only ten report ever having had any industrial relations job experience. Seven of these men moved out of industrial rela-

tions into general management. The other three moved into economic research, sales, and accounting.

5. *How do the scholastic records of men in industrial relations jobs compare with those in "non-industrial relations" jobs?*

Undergraduate students in the University of Minnesota School of Business Administration who specialize in industrial relations take 27 credits of course work in labor economics, industrial relations, and industrial psychology. The median honor point ratio of the men now holding industrial relations jobs was 1.78, compared with 1.62 for those in other types of jobs. It will be noted that honor point ratios earned by men now in industrial relations jobs were slightly higher.

6. *How do current salaries of graduates in industrial relations jobs compare with those in "non-industrial relations" jobs?*

The average monthly salary of all industrial relations graduates of the class of 1948 was \$596.00 in March 1956. Those in industrial relations jobs averaged \$581; those in non-industrial relations jobs, \$603. The difference of \$22 is small and not statistically significant in this sample.

7. *Are employment patterns (movement into and out of industrial relations jobs) related to current earnings?*

Differences in salaries of men with different employment patterns are small. A relationship between employment patterns and current earnings is not clear in this sample. The highest average monthly salary (\$620) is reported by the group of men who have moved out of industrial relations into other fields of business or public administration. Second (\$611) are the salaries of men who entered industrial relations jobs directly, without other experience. Those who have had no indus-

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How One Company Communicates

By R. THURMAN TAYLOR
Director of Personnel

Hawthorne School of Aeronautics
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Most of us charged with communications responsibilities think we have a pretty good program, whether it is designed for a nationwide business or a comparatively small company such as Hawthorne, a United States Air Force Contract Primary Flying School.

There is a permanent party of military personnel stationed at Spence Air Base, the 3302nd Pilot Training Group. These people operate a Check Pilot program in which they periodically appraise the progress of cadets and student officers who are being trained by Hawthorne's civilian instructors. This, of course, enables them to judge the quality of our instruction procedures. Just as such a checkpoint exists with flying instruction, no one should pass up the opportunity to check his communications program with those of other firms. With that thought in mind, I submit our program at Hawthorne, hoping that readers will offer suggestions for improving it.

Hawthorn's people, who are all civilians, include mechanics, flight instructors, sheet metal workers, Link instructors, aircraft washing and refueling units, carpenters, painters, laborers, and office help from clerk and stenographic to statisticians. Our communications are directed to the several occupational, social, educational and financial levels, as follows:

Staff: Hawthorne is directed by a president, vice-president, general manager and seven department heads who meet once a week to discuss problems and policy matters. Often, decisions are made here that must travel down the line to our people. In effect, the program begins here.

Here is an unembellished account of how one company communicates—up, down and across. The author asks for improvement suggestions. Though his company's line of business is unusual, his communication problems are quite common; you may find it interesting to check the solutions he has worked out against your own.

Supervisors: At company expense, a monthly supervisors' supper meeting is held in the cafeteria. Administrative problems and decisions are discussed here and put into the hands of the vital personnel who must put them into practice. Suggestions on supervisory training are exchanged, and additional problems originating with the supervisors themselves are discussed. Audio-visual aids such as movies or colored slides are employed in instructional programs, and often in entertainment programs to provide a change of pace. Approximately 65 supervisors attend the monthly meetings.

In addition to the supper meetings, each department head holds a weekly supervisors' meeting in his office during working hours. Here, specific departmental problems are discussed, decisions made, and further steps taken to pass the information down the line.

From the personnel office, department heads and supervisors receive frequent bulletins containing additional information that is passed on to the employees. Under this line of communications we also list

such inspirational booklets as "How to Get Teamwork Through Discussion," "Cashing in on a Positive Attitude," and other supervisory training aids, because we train our supervisors to train others who may be promoted.

It may be argued that these last items should be listed under Training and not under Communications. However, we feel that attitudes and frames of mind are extremely important to good communications.

Employees: Each employee receives an attractive, concise "Employees' Handbook," which includes a statement of company principles, a welcome from management, and a simplified breakdown of policies, benefits, and privileges.

EMPLOYEE MAGAZINE AND BULLETINS

Additionally, the company publication, "*The Hawthorne Herald*", is published monthly. It is a slick-paper $5\frac{1}{2} \times 7\frac{1}{2}$ booklet of 24 pages containing policy and instructional features, personalities, on-the-job stories, and operational features.

Each department, depending upon its "newsworthiness", issues weekly or semi-monthly mimeographed bulletins reporting last-minute and up-to-date news on policy matters, departmental regulations, attendance standings, and informal matter not covered in the *Herald*. Often, however, such instructional news is picked up in the *Herald*, expanded and sometimes illustrated.

Monthly departmental meetings are held by all department heads to give the rank and file an opportunity to ask questions and to hear directly from the department head. The general manager attends these meetings to give messages from the executive staff to the group as well as to pass on cost figures, contract information, and our position in the industry.

Each department has an Improvement Committee composed of rank-and-file employees who represent their particular sections. The committee meets weekly or

semi-monthly, depending upon the accumulation of business to be handled. Questions are answered about working conditions, increased benefits, comparative wages in the industry, grievances, and beneficial suggestions. Where possible, the department gives an immediate answer. In no case, though, does the committee wait for an answer longer than the next scheduled meeting. The committee member then carries the answer back to the workers in his section.

The personnel department sends out releases to all employees on matters affecting the entire work force. Such releases are issued only after their contents have been first discussed by all department heads.

COMMUNICATING INDIVIDUALLY

Each supervisor periodically counsels with his employees individually, reviewing their performance record. Here again the opportunity exists, almost to an unlimited degree, to reach the innermost thinking of the employee. It has been our experience that the majority of employees are neither frightened nor hesitant during these discussions; a partial contributing cause is the Hawthorne principle that "Every employee has the right to a personal discussion; the right to a definite answer; the right to appeal; and the right to express an opinion."

Informal or social communication with the employee is aided by our Employer-Employee Relations Fund, which is an allocated sum of money from each department, used primarily for recreation such as picnics, fish fries, barbecues, etc. During such recreational affairs, in an atmosphere of off-hours informality, employees and management freely mingle and exchange ideas.

Up the Ladder: Without this phase of communication, of course, management is stymied. As mentioned earlier, the Improvement Committees bring helpful suggestions to the attention of management.

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Industrial Relations Directors: An Annotated Bibliography

By D. E. McFARLAND
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PART B (CONTINUED)—THE INDUSTRIAL RELATIONS DIRECTOR AND HIS ROLE AND STATUS IN MANAGEMENT:

ARTICLES AND PAMPHLETS

27. Peterson, O. F., "Developing Civilian Personnel Managers in the Army," *Personnel*, Vol. 29, No. 6, May, 1953, pp. 484-492.

The article deals with the training program used to develop good civilian personnel managers for the army. The author feels that these same principles can be used in industry. It gives the courses offered and the various training methods used in these courses.

28. Pollock, Ross, "The Executive and His Personnel Officer," *Personnel Administration*, Vol. 18, No. 5, September, 1955, pp. 24-30.

Stresses the point that the personnel function is a part of the top executive's job. However, there are times when an executive must delegate part of his personnel management responsibilities. Therefore, a rational pattern can be set up for the work of a personnel officer, such as: (1) helping line managers make more productive use of their employees, (2) facilitating communication between top executives and employees on personnel policies and procedures, and (3) relieving top executives of personal action on personnel matters.

29. Pryor, John W., "Needed: Co-operation Between Industrial Relations and Cost Accounting," *Personnel*, Vol. 30, No. 6, May, 1954, pp. 487-490.

Discusses points of common interest and areas for mutual development between the industrial relations director and the financial functions of the enterprise. Attempts to clarify misunderstandings and reduce conflicts between these functions.

30. Reilley, Ewing, "Bringing Personnel Administration Closer to the President," *Personnel*, Vol. 29, No. 5, March, 1953, pp. 381-389.

You don't have to be looking for articles on a particular phase of industrial relations to find this bibliography useful. Merely scanning the items can start trains of thought which you can ride to distant stations if you have a mind to. This is the third chapter; the fourth and concluding section will appear in an early issue.

For a personnel executive to play a part in over-all policy-making, comparable to other top executives, is an exception. Personnel men have failed to render sufficient service to the president and other top executives. Contrasts influence of personnel executive with that of the finance executive. Suggests three areas where personnel men can help the president: (1) Improving the ability of present executives, (2) motivating and rewarding management people, (3) better selection and development of management personnel.

31. Rice, J. O., "Is Personnel a Professional Occupation?" *Personnel Journal*, Vol. 28, January, 1950, pp. 285-289.

The author quotes the definitions of a "profession" in both the Taft-Hartley Act and Webster's dictionary, presents the results of a survey of 84 companies on the schooling they require for prospective personnel men, and discusses types of courses that schools should offer. He feels that the personnel man, to justify his existence in the company, must help earn profits. He states that professionalism in the sense that physicians, architects, and psychologists are professional men—is not wanted. Professionalism in the sense of better qualified, more knowledgeable personnel executives is what is needed.

32. Roethlisberger, F. J., "The Territory and Skill of the Administrator," *Michigan Business Review*, Vol. VI, No. 6, November, 1954, pp. 1-9.

Asks (1) what does the administrator administer, (2) what is his relation to what he administers, (3) what skills are required. "Obvious" observations about these questions remain unperceived by personnel administrators. Asserts that the chief personnel administrator's function is to help people change their behavior through increasing skill in dealing with others in their groups. Rejects exclusive concern with the logics of management. Advocates human relations skill as a "multi-dimensional tool" for dealing with situations in which he is involved.

33. *Sherman, R. W., "What's the Personnel Man's Job?" *Factory Management*, Vol. 111, No. 6, June, 1955, pp. 132-133.

Gives a running account of a purported conversation between two personnel men as they discuss the problems of one of the foremen. The problems concern the line-staff relationship and the importance of training.

34. *Shurtleff, Wade E., "Human Relations Specialist and a Good Citizen," *Personnel Journal*, Vol. 31, No. 8, January, 1953, pp. 296-298.

An article about Ray Livingstone, which describes the personnel program which Mr. Livingstone has evolved. The author believes that his success in solving human relations problems is shown by the fact that the 20,000 employees have never organized a union. The employees are happy, he believes, because personnel is given the same importance by the company as any function of management.

35. *Shurtleff, Wade E., "Humbugs of the Personnel Movement," *Personnel Journal*, Vol. 31, No. 10, March, 1953, pp. 381-385.

The idea that we are making substantial progress in solving our employee relations problems is one of the greatest hoaxes of modern industry. We are becoming less personal in our relations with employees. Too often industry follows the leader in contract negotiations without understanding how the original agreements were made. The results are often far afield from the original formula that was patterned to the company's needs. He describes how seniority gets mishandled, two-way communication is defeated by inept use of house organs, and how personnel men depend on the government to settle labor disputes.

36. *Shurtleff, Wade E., "Is Management Listening?" *Personnel*, Vol. 28, No. 2, September, 1951, pp. 101-107.

One hundred and sixty personnel men comment on *Fortune* magazine's article, "The Fine Art of Listening." Various methods for obtaining upward communication are discussed. Many claim that the real problem is not in setting up channels but in getting management to act when the information is presented.

37. *Shurtleff, Wade E., "Top Management and Personnel Administration," *AMA Personnel Series*, No. 144, *Operating Problems of Personnel Administration*, 1952, pp. 3-10.

Reports the findings of a survey of 250 company presidents and their personnel men. Describes expected developments in personnel. Top management accepts the profit-making nature of personnel activities but does not require accurate measurement in dollars. Personnel executives should rank with other executives, but not for prestige reasons.

38. Tufts, Robert R., "A Guide for General Management's Policy Thinking on Personnel Administration," *Personnel*, Vol. 27, No. 4, January, 1951, pp. 312-320.

The author differentiates between policy and procedure. He says that personnel must be accepted as a full member of the management family instead of in its present role of step-son. He lists the following areas and comments on line management's responsibilities for policy and procedure in each: development of the organization, employment, training, administration research, and employee relations.

39. Urwick, L., "The Personnel Manager is a 'Staff' Officer," *Personnel Management in Relation to Factory Organization*, pp. 16-20; 23-27, London, 1943, Institute of Personnel Management, as reprinted in Pigors, Paul, and Myers, Charles, *Readings in Personnel Administration*, N. Y., McGraw-Hill Book Company, pp. 61-67.

Reacts against the idea of a staff executive being considered "purely advisory"; he must also accept some responsibility for executing plans, but the authority is his chief's and not his own. The relative status of the personnel man is a secondary issue. The personnel function cannot be completely isolated, and the determination and execution of personnel policies are central functions. The chief executive must concern himself with personnel matters to an exceptional degree.

40. Voris, C. W., "Personnel Management in the Pacific Northwest," *Personnel Journal*, Vol. 30, No. 8, January, 1952, pp. 291-297.

The author reports the results of a survey conducted to discover how personnel men in the "Pacific Northwest" compare with personnel men throughout the country. The results include job titles used, job functions performed, extent of responsibility for performing functions, and salaries. He lists principal areas where improvement could be made, and areas where top management is reluctant to delegate full responsibility.

41. Wentworth, Palmer, "Organizing a Personnel Association," *Personnel Journal*, Vol. 29, No. 10, March, 1951, pp. 367-372.

The author presents some ideas for organizing and developing a local personnel association. One of the biggest problems is to get active participation by the membership. The chairman or organizer must have a great deal of enthusiasm for the program. The author's remarks are drawn from his own successful experience.

42. Yoder, Dale, "Manpower Managers—Their Habits, Haunts, and Customs," *Personnel*, Vol. 26, No. 6, May, 1950, pp. 413-418.

Surveys statistically the reading habits, age, education, experience, professional association memberships, professional meeting attendance, and use of labor reporting services, of ninety union leaders and 227 "manpower managers in industry and government."

43. Yoder, Dale, "Personnel Management's Future," *Personnel Journal*, Vol. 31, No. 11, April, 1953, pp. 412-416.

The personnel field has little promise for the future if it continues to exhibit the major traits of social work or welfare activity. The author examines the future of personnel management as a professional-level field in relation to what the personnel man does, and how he does it. He feels that salaries are on a professional level. He lists major areas of responsibility that are covered by the personnel budget. He lists four alternatives for the future of those now in the field, and indicates that professional recognition will come with professional competence.

44. Yoder, Dale, "Trends Toward Professionalization in Personnel Work," *Personnel Journal*, Vol. 28, February, 1950, pp. 326-328.

The author lists nine essential qualifications of a profession. He discusses one of these, "Sharing Information," to show how the personnel man's status is growing. He concludes that a profession for personnel men seems to be emerging, and that the speed with which this development takes place will be determined by the action of the men in the field.

45. Zimmerman, R. R., "In-Service Training for the Personnel Job," *AMA Personnel Series*, No. 45, *New Responsibilities of the Personnel Executive*, 1940, pp. 23-32.

The author is seeking to find an answer to the question, "In what way should personnel men be trained and what should they know?" has consulted top management, labor leaders, the National Labor Relations Board, the U. S. Chamber of Commerce, the Social Security Board, the Wages and Hours Authority, and the U. S. Employment Services. He speaks of selling

personnel techniques, sources of personnel research, public personnel practices, training methods such as working on job evaluation, and membership in personnel associations and conferences, the importance of legislative background, and labor's part in management.

BOOKS

46. Apsley, John C., and Whitmore, Eugene, *The Handbook of Industrial Relations*, Chicago, Dartnell Corporation, 1949, Third Revised Edition, pp. 69-79.

Discusses the status of industrial relations executives, citing as a trend their rise in recognition, pay, and prestige. Describes the growing emphasis in industry on the importance of industrial relations. Emphasizes that the authority of industrial relations directors tends to be limited to staff authority, which precludes enforcing personnel policies. Author's discussion of terminology is excellent and in accord with widespread practices. Also describes the personnel director's administrative functions and problems.

47. Baker, Helen, and Francis, Robert R., *Centralization and Decentralization in Industrial Relations*, Princeton, Industrial Relations Section, Department of Economics and Sociology, Princeton University, 1954.

This book reports the results of a research study involving 135 companies. The objective was to study the problem of balance between pressures for centralization and for decentralization of the industrial relations function. Data were obtained by interviews and questionnaires. Union as well as management attitudes toward this problem were studied. The findings show a consistent philosophical preference and formal effort for decentralization; but in actual practice, and informally, considerable tendency for centralization of policy and decision making at the corporate level was found.

48. Bellows, Roger M., *Psychology of Personnel in Business and Industry*, Second Edition, New York, Prentice-Hall, Inc., 1954, Chapter 1.

Discusses the training most desirable for personnel workers. Describes the position titles and job specifications for personnel managers, and the scope of the personnel and industrial relations function. An elementary but comprehensive analysis, from the viewpoint of psychology.

49. Jucius, Michael, *Personnel Management*, Homewood, Illinois, R. I. Irwin Company, 1954, Third Edition, Chapters 1, 2, 3, 4.

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As You Were Saying—

CLERICAL PAY UP 5.48 PER CENT LAST YEAR

THE salaries of clerical workers in New York City averaged 5.48 per cent more in 1956 than in 1955. For the fifth straight year, salary increases of this group outpaced the rise in the cost of living. Clerical pay rates in New York City went up more than did the rates of "blue collar" workers, either in that city or nationally. Since 1944, clerical pay in the big city has gone up 94% on the average, whereas the Consumer Price Index there has risen only 50%.

Those are some of the figures which stand out in a news release about the 13th annual survey of clerical salary rates, hiring rates, and office personnel practices, made by the Commerce and Industry Association of New York, Inc. The figures quoted are as of October 1, 1956; 491 companies, employing more than 85,000 clerical workers, participated in the survey. Here are excerpts:

The weighted average of the median

weekly salaries for the 62 office occupations studied was \$65.09 as of October 1, 1956. This represents a 5.3% increase from a year earlier, when the average was \$61.84. During this same one-year period, average weekly earnings of production workers in manufacturing rose 3.5% in New York City (from \$73.36 to \$75.94), and 4.5% nationally (from \$78.50 to \$82.01); and the Consumer Price Index went up 2.9% in New York City (from 112.4 to 115.7), and 2.4% throughout the nation (from 114.9 to 117.7).

"While the medians for the 62 office jobs showed an average (weighted) increase of \$3.25 in the one-year period ending October 1, 1956, there were 15 occupations that went up \$5.00 per week or more, including order takers, executive secretaries, bookkeepers, traffic clerks, computer operators, correspondents and statistical typists."

"MANHATTAN PROJECT" IN HUMAN RELATIONS?

SPEAKING before the Fordham University Law Alumni Association some time ago, Louis Stein, president of Food Fair Stores, Inc., Philadelphia, suggested that better human relations is so vital that business might well encourage the government to assume leadership in research in the field. Excerpts from his talk follow:

Today we live in a new kind of society. We are conscious of a ferment of ideas, a stirring of self-re-assessment and a groping towards broader standards to evaluate achievement. The American business leader can no longer think only in terms of financial and economic success. He must think also of a contribution to the ethical, moral and social advances of our people.

Many of us have become aware that in addition to the material essentials of life, every

man wants to be counted as a man. He wants recognition of his personal integrity, of his sense of aspiration, and of his dignity as an individual. The goal of real achievement is to help seek the common denominator of human affairs that will make possible a climate in which these wants will not only be universally recognized, but fostered and furthered.

It is my observation that the greatest obstacles that beset us are essentially problems in human relations. Not too many years ago, our scientific research was such that we boasted we lived in an electronic age. More recently, we have been saying that we live in an atomic age. But never has our attainment been such that we could say we lived in a human age.

As we look about us, we realize that the miracles of physical science are not enough to solve the problems of our day. More than ever before, modern scientific developments require

that the knowledge of the human mind, and the understanding of man's relationship to his fellow men, keep pace with technological advances. This we have not done, yet it is only through such dual progress that we can hope to cope with our rapidly changing world.

I am not ignoring the fact that enormous strides have been made in all of the social sciences. Nor have I less than the highest admiration for the skillful and worthwhile work in human relations now being carried out by numerous government and private organizations. But it seems to me that the major part of this effort has been directed toward correcting what has gone wrong, and less to furthering what goes right. In human relations, we have emphasized the abnormal to the neglect of the normal. Setting abnormality to right is important work, but I submit the future of this country depends on strengthening the sane and the normal.

The conclusion seems inescapable that salvation of the modern world hangs upon the ap-

plication of intelligence to human relations in a degree comparable to its application to the problems of the physical world. How shall this be brought about? I do not pretend to know all the answers, but I should like to suggest one way.

It seems to me to be within the province of the American business leader to encourage our government to assume leadership of an all-out effort in the field of human relations. It could well call for the creation of a new "Manhattan project," concerned solely with research in human behavior and human relations. Such a project, sponsored by the government and supplemented by private effort, could coordinate and greatly expand the good work now being done in this field.

Here lies a challenge—the achievement of success in human relations comparable to our success in atomic power.

SKILLED CRAFTSMEN MAY BE VERSATILE

A LETTER to the editor of *The Wall Street Journal* suggests that perhaps the shortage of certain kinds of talent is aggravated by employment managers who look for people who exactly fit their notions of what the job requires. The letter interests me because I know of at least one case which illustrates the point.

The letter, from a San Francisco technical writer, takes issue with a *Wall Street Journal* piece on the shortage of technical writers. "I am aware," it says, "of the ads (for technical writers) filling column after column of the daily press. . . . The shortage is largely created by the ads themselves. . . . He (the applicant) has to be just exactly right. First of all, he must have an engineering degree. He must have had experience in their particular field. . . . He must be between the ages of 25 and 40. Generally he must be willing to work for a lot less than \$8500 a year."

The writer admits that he doesn't

know what a "hysteresis motor stator insulation tester expert" is, but would like to wager "that within two hours any competent writer could find out . . . what it is, how it works, and write a pretty good manual on the subject. But, not being an engineer, he's never likely to find out because he isn't going to get hired in the first place."

My example in support of the argument is a bright young copywriter who was associated with an advertising agency when World War II threatened. He had no technical writing experience or engineering education. Leaving the agency, he got a job writing instruction manuals for a large company in the electronics field, apparently quite satisfactorily to his employer. The fellow must have been somewhat unstable, too—for he is no longer writing anything but is now a vice president and general manager connected with television.

H. M. T.

BOOKS

THE DYNAMICS OF PERSONAL ADJUSTMENT.
By George F. J. Lehner and Ella Kube.
Prentice-Hall, Inc., Englewood Cliffs, N. J.
1955. 498 pages. \$7.

It is not often that one finds a book obviously written for the classroom that can serve so well as a resource book for personnel and training practitioners. An author must appeal either to a specialized group or to several groups and, in the latter case, the hazard is that his book will be so general as not to be adequate for any one. This book meets the requirement of general applicability.

The authors state that their purpose is to bring into sharper focus certain factors that may affect our journey through life—to offer suggestions concerning problems that may be encountered, solutions that may be discovered, and goals that may be attained, personal relationships that may be established, and pleasures and satisfactions that may be enjoyed.

The first three chapters explain why it is important to understand ourselves and our associates. These chapters are personal and reveal how unexpected problems arise because we have not paid attention to cause and effect. Chapters four through eight deal with how our emotional, psychological needs are developed, and our reactions when these needs are frustrated or in conflict. This is done very well. The third part of the book proceeds from the individual to social problems, and discusses the dynamics of adjustment and the principles of mental health as related to family, school, professional, and sex life. The fourth part concerns personal differences and their effect on personal adjustment, with suggestions for improving personal adjustment. This final part exceeds the others in both general applicability and clarity.

Throughout the book the motivational and goal-directed aspects of behavior are stressed—i.e., that we do not merely act; we act with a purpose. An attempt is made not merely to describe behavior but to explain it, to review the inner workings, to interpret surface phenomena by exposing the deeper-lying dynamics.

The book is appealing to read and to handle; it is well laid out and categorized, and there is a smooth logical continuity from beginning to end. If there is a criticism on behalf of the training and personnel practitioner, it may be that the emphasis is heavily on child psychology and adolescence. But on the other hand, for those who are following the contemporary trend of giving management groups understanding of pre-adult psychology, this book will be valuable.

EUGENE EMERSON JENNINGS
Associate Professor of Management
Michigan State University

EXECUTIVE PERFORMANCE AND LEADERSHIP.
By Carroll L. Shartle. Prentice-Hall, Inc.,
Englewood Cliffs, N. J., 1956. 302 pages.
\$4.50.

Personnel people and industrial psychologists working in industrial environments will find Dr. Shartle's rounded treatment of executive leadership most refreshing.

The emphasis is on the executive in an organization job. Two of the eleven chapters are specifically concerned with the environment and structure of the organization. Although such important matters as span of control, the relation of staff and line, communication, and authority are only touched upon, there is enough meat here to motivate one to look further into organization problems.

In discussing executive duties and patterns, the emphasis is on "What the executive does," and very little on "Why it is done." But the author has presented the process and the product of job description in such a clear way that the interested student is able to go into more detail in other sources.

The importance of the man in the job is brought out most strongly and, for those of us who are interested in the evaluation of executives in action, this book points the way for the healthy inspection of the entire organization complex.

From the preceding it should not be thought that this is a theoretical book; it is filled with experiments done in the Armed Services and industry, and discusses problems that are faced by managers in daily operations. In short, it is a good book for people interested in management.

MILTON L. ROCK

WORK AND AUTHORITY IN INDUSTRY. By Reinhard Bendix. John Wiley & Sons, Inc., 1956. pp. XXV, 466. \$7.50.

Dr. Kerr in his introduction states simply and forcefully the underlying problem of which this book treats. For he reminds us that two-thirds of the world's population are now in nations entering a technological era and economy. And he points out that this process of industrialization can proceed in any one of several directions, depending on how the battle goes "in men's minds and hearts." "Which approach will be successful, where, cannot as yet be fully known, but the consequences for liberalism or for autocracy can be fully appreciated in advance."

As the title suggests, the author is concerned with this problem of a choice of ideologies as it extends beyond political issues and bears upon and conditions the world of industrial management and internal factory operation. He develops his discussion of the war of ideologies by an extended, not to say rigorous, historical

discussion of the evolving industrial experience of the 18th and the 19th centuries in the West and in Russia, with the accompanying development, articulation and implementing of democratic or of autocratic, authoritarian ideas.

Approximately half of the book is devoted to this genetic approach which so typically characterizes the German scholar at work. Indeed, even the second half of the book is a highly conceptual treatment which makes difficult reading except for the advanced student oriented to political science and economics. I can frankly see no readership for this book among managerial people as such, even though the basic ideas are important for them to give more penetrating consideration to. Indeed, from the point of view of managerial enlightenment, the concluding chapter summarizes about all that the adult executive reader will have time to try to understand.

This study was unquestionably worth doing. But I confess to a sense that its whole elucidation stems from a Germanic notion of the kind of books that need to be written, rather than from an American notion of the kind of books that will be read by the audience to which presumably they can be of value. I admire the scholarship and agree with the conclusions. But on behalf of the American reader, be he businessman or scholar, I find the volume labored and *langweilig*.

ORDWAY TEAD

FACTORS IN EFFECTIVE ADMINISTRATION. By Charles E. Summer, Jr. Graduate School of Business, Columbia University, New York, 1956. 286 pages. \$3.25.

What knowledge, attitudes and abilities does the successful administrator have? The most striking thing about this book is that the author didn't study successful company presidents and chairmen to find his answer. Rather, he made a systematic study of 87 courses at 20 universities,

"which are designed to train administrators but which are not oriented to particular functions or operations, or to any particular type of industry or business." First he interviewed those who teach the courses, deans and department heads. Interview reports were then drawn up and mailed to those who had been interviewed, for their corrections and additions. Finally Mr. Summer "translated" and organized.

The assumption, of course, is that what the good colleges teach in administration courses is what administrators need. You have more confidence in the findings when you note that 60% of the 107 people interviewed have worked with "real-world organizations," and that 17% "at one time occupied responsible full-time administrative positions: one board chairman, two

presidents, two assistants to board chairmen, at least four vice-presidents, and nine men who held middle- or upper-management positions."

The book should be valuable to those responsible for developing high-level people; it tells how the colleges go about it with respect to both the course content and teaching methods. Three parts of the volume deal with the factors of Knowledge, Attitude, and Ability in effective administration. More than half the book consists of appendices: the first discusses use of the case method, the third—about half of the book—gives sample interview reports, telling in detail how specific teachers and colleges think about the training of administrators.

H. M. T.

ON OTHER MAGAZINE MENUS

MEET OPERATIONS RESEARCH. By Charles J. Vlahos, Associate Editor, in *Mill and Factory*, January 1957. A 3-page discussion of how research helps top management reach decisions of the first magnitude.

CAN YOU ELIMINATE ASSISTANTS? By Louis A. Allen. *Dun's Review*, December 1956, 3 pages. A case is cited in which a company found it had three assistants for every ten managers. Four questions are presented as guides to tell whether your managers really need assistants. In the same issue: "How We Solved the Christmas Gift Problem", by E. W. Meyers, Jr., president of Trion, Inc.

EXECUTIVE STAFF AND DISTAFF. *Dun's Review*, February 1957, about three pages. The staff-written article "hammers out rules for the woman who wants to help her husband up the managerial ladder." Said one wife in a panel discussion, "It's legal bigamy; you marry both the man and his job."

Do's and Don'ts for wives are discussed; 20 responsibilities of wives are listed.

NEW WAY TO SPOT LEADERS. By Herbert Harris in *Nation's Business*, February 1957, five pages. Five "basic manager types" are mentioned; the Bureaucrat, the Autocrat, the Diplomat or Manipulator, the Expert, overly concerned with his own specialty, the Quarterback or Team Leader. Listed: 14 tasks leaders perform, such as Plans, Coordinates, etc. Article based on findings of Dr. Carroll L. Shartle, who directs the Personnel Research Board at Ohio State.

PERK UP YOUR PERSONALITY. *Changing Times*, February 1957. Article tells about the Dale Carnegie Institute which has schools in 77 U. S. and Canadian cities, and once-a-year courses in at least 750 other cities and towns. Tells how the courses "help people out of their shells"; gives examples, such as that of the grouchy restaurant owner who lost employees and customers until his personality was changed by participation in Carnegie courses.

Personnel Research

Edited by Margaret W. Moore, Ph.D.

AN ITEM ANALYSIS OF "HOW SUPERVISE?" USING BOTH INTERNAL AND EXTERNAL CRITERIA. By Robert L. Decker, West Virginia University. *The Journal of Applied Psychology*, Vol. 40, No. 6, December 1956, 406-411.

This article gives a good summary of the studies which have been made using "How Supervise?" and has a list of 27 references to other studies. The author feels that the studies reported have not given enough information to justify the use of "How Supervise?" in selection, placement, or promotion.

In the present study 208 male college graduates who were members of the supervisory staff of a large manufacturing concern took Form M of "How Supervise?". The men were tested in small groups and they were told that their cooperation was needed in order to evaluate the test. Participation was voluntary. Each subject was rated by his immediate supervisor on a scale which contained 60 items, but only the total score on this rating scale was used in this study. Statistical analysis indicated no relation between scores on "How Supervise?" and rated success in a supervisory position in this particular situation.

An item analysis was made and measures of item difficulty and internal consistency were computed for each item. The item analysis seemed to show that the items consistently measured some quality which was probably supervisory knowledge. In general the items were too easy for this group of college graduates. Only 25 of the 100 items of the test were found to correlate significantly with the criterion of rated success used in this study. The tests were rescored on the basis of the 25 items which had significant coefficients of

validity. The r between the total score on these items and the criterion was found to be .35.

The author gives a very interesting discussion of the responses given by the less successful supervisors and examples of the items to which they gave the "incorrect" response. A study of some of these statements suggests that the temperament or personality of a supervisor may be more important in determining his success than his knowledge of supervisory practices.

In general, the author feels that "How Supervise?" was not a useful instrument for predicting success as a supervisor under the conditions of this study. Its usefulness with a non-college group needs further investigation.

PREFERENCE MEASUREMENT BY THE METHODS OF SUCCESSIVE INTERVALS AND MONETARY ESTIMATES. By Purnell H. Benson, Drew University, and John H. Platten, Jr., J. A. Ward, Inc. *The Journal of Applied Psychology*, Vol. 40, No. 6, December 1956, 412-414.

This article discusses two methods of measuring consumer preferences. People of a middle class background were interviewed outside a neighborhood supermarket with a questionnaire which contained two parts. The respondent was first asked to imagine that ten articles of equal value were to be given away free as door prizes. As each article was named he was asked to say how much he would like to win it. The categories were as follows:

- Like extremely
- Like very much
- Like somewhat
- Like very little.

The articles listed included:

- A \$50 rug
- A \$50 camera
- A \$50 set of china
- A \$50 dress.

In the second part of the questionnaire, the respondent was asked to imagine that he was at an auction sale, and that the same ten brand-new articles were being auctioned off to the highest bidder. For each one he was asked to tell what was the most money he would be likely to bid for it.

A table is given which shows the monetary values given and the corresponding categories checked. A curve was plotted to show the relationship of preference-scale values obtained by the method of successive intervals and preference-scale values given by monetary estimates. The size of the correlation coefficient found in this case, .968, indicates that comparable results can be obtained by either of these methods of measuring consumer preferences.

DEVELOPMENT OF A STRUCTURED DISGUISED PERSONALITY TEST. By Bernard M. Bass, Louisiana State University. *The Journal of Applied Psychology*, Vol. 40, No. 6, December 1956, 393-397.

This article describes an ingenious attempt to develop a personality test which cannot be faked. The items on the test are proverbs and the subject is asked to indicate whether he agrees, disagrees, or is uncertain about the statement.

A list of 20 proverbs was developed for each of 13 personality needs. The following are examples of the different scales and the types of proverbs that were used:

7. Autonomy. (It is best to stand alone when in trouble.)
8. Aggression. (To forgive an enemy is a sign of weakness.)
12. Super-ego Strength. (No degree of temptation justifies any degree of sin.)
13. Irritability. (Only a statue's feelings are not easily hurt.) The 260 proverbs which made up these 13 lists were mixed

with 40 additional proverbs which were not scored.

The 300-item form was administered to approximately 2,000 cases in a wide variety of groups. These included department store saleswomen, penitentiary inmates, high school seniors, student nurses, Marine Corps enlisted men, etc. From these 2,000 cases a sample of 400 was constructed which represented a cross section of the American population. The 400 subjects had a mean age of 26, a mean educational training of 14 years, and 60 per cent of them were men. All the intercorrelations among the 13 scales and age, sex, education, and geographical distribution were calculated and are presented in a table. A multiple centroid factor analysis was performed on this matrix of intercorrelations, and three personality factors emerged as follows:

Conventional Mores
Hostility
Fear of Failure.

Using a new sample of 200 cases selected from the original 2,000 cases, scales were selected by item analysis to measure each of these factors. Further samples were then selected from the pool of 2,000 to determine the reliabilities and intercorrelations among the scales. The results obtained indicated that three separate behavior tendencies were being assessed. A revised 90-item form has been prepared and the author expects to report further data about its usefulness as compared with other personality tests.

What would happen to a labor-management dispute if it were conducted in such a way that labor, without necessarily agreeing, could accurately state management's point of view in a way that management could accept; and management, without approving labor's stand, could state labor's case in a way that labor agreed was accurate?

Carl R. Rogers
in *Human Relations for Management*
(Harper)

Across the Editor's Desk

Gleanings by Dorothy Bonnell

With the Local Personnel Associations

THE WOMEN'S PERSONNEL GROUP OF PHILADELPHIA has a very complete program planned for 1956-57. Luncheon groups are now meeting once a month in four different parts of the city. These are informal but much useful information is exchanged during the brief luncheon period. Philadelphia has a number of foreign visitors and the Personnel Women have rendered good service to those interested in local industry.

Because "the mental health of your employees is your problem, too", the group offered its members a mental health workshop in March. Dr. O. Spurgeon English, head of the Department of Psychiatry, Temple University Hospital, spoke on "The Normal Worker—Who Is He?" There were seminars on "Spotting and Solving the Problem", and Dr. Edward M. West-burgh, chief psychology consultant, Pennsylvania Hospital, spoke on "Mental Health, Personnel's Opportunity."

At the January meeting the group was addressed by Dr. Lillian Gilbreth, one of the outstanding women engineers, whose life has been devoted primarily to the promotion of human resources. Her subject was "Automation and People." In general, the prospect is very reassuring. No matter how many machines are put to work either in the factory or in the office, there are still more jobs than people to fill them. People whose jobs become unnecessary because a machine is now doing them, are placed in other situations or the changeover is made at a time when the people reach retirement age.

Dr. Gilbreth reminded her audience that changes are always to be expected. Many times the answers seem obscure but as a problem becomes more clearly seen, answers have always been found, which

gives us reassurance for solutions in the future.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES has issued an eight-page report on the progress of its various committees during the past year. The reports of the individual committees are detailed, impressive and interesting. Each is accompanied by a picture of its chairman. For the first time job descriptions were written for each committee. These descriptions provided each chairman with an established procedure, making his duties more concrete and uniform.

THE PERSONNEL ASSOCIATION OF TORONTO held its fourth annual one-day conference recently. "Personnel at Work" was the theme of the conference, attended by two hundred and fifty members. Professor Walter A. Thompson, director of the management training course at the University of Western Ontario, assisted by professors John D. Wettlaufer and R. K. Ready, led and supervised groups in the discussion of three case studies. This was not a conference where personnel people were lectured at by "experts." In fact, according to the *PAT Reporter* it was difficult to pry from the Western team any views, opinions or "how-to-do-it" model answers on the cases under discussion. The leaders were masters of drawing people out, of stimulating controversy and discussion. Their skillful manipulation helped participants to see for themselves what the problems were in the cases, how they could have been prevented, and what could now be done to eliminate the problems or rectify the situations. Members saw for

themselves the results of poor line communications, of nepotism and the effect of human emotions which never should be taken for granted. Eyes were opened to causes and effects and members were warned by their own observations to exercise foresight in their influence on people and situations in their own companies.

Jules Justin, American lawyer, arbitrator and negotiator, spoke at the November meeting. "The line man's responsibility in administering the labor contract is to act as a representative of management. But it is equally management's responsibility to provide the 'tools' with which he can carry out this task." Among these tools are knowledge of why men join unions (for recognition, job security, advancement in jobs and skills, and to improve economic status); knowledge of what the collective bargaining contract accomplishes and the reasons for obscure or seemingly unfair provisions; thorough acquaintance with the grievance procedure and operation of the contract.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION publishes a Bulletin. In the December issue the president, Robert M. Crooks, wrote a memo which should be of interest to all personnel people. He said that an important part of our job is to develop the art of persuasion in ourselves and in our management associates. We have long recognized that things get done best by those who really want to do them. Persuasion helps create the will to do.

The core of persuasiveness, says Crooks, appears to be capacity to put ourselves in the place of another and respond as he does. Recognizing his point of view, we better understand why he tends to act or refrain from acting, and are better able to guide his conduct. Inherent in the persuasion process is the recognition that all people are alike in that they tend to be different. Hence, the doctrine of individual differ-

ences. He concluded that people generally appear to be persuaded best by those who understand varying points of view and are guided by a sense of fairness.

THE INDUSTRIAL RELATIONS COUNCIL OF NIAGARA FALLS CHAMBER OF COMMERCE has elected officers for 1956-57. They are: chairman, Herbert R. Knox, of Electro Metallurgical Co.; vice chairman, William F. Anderson, of E. I. duPont de Nemours and Co.; treasurer, John D. Fermoie, of Great Lakes Carbon Corporation; secretary, W. D. Robertson, of Niagara Falls Chamber of Commerce. The officers of the Safety and Health Section of the Industrial Relations Group are: chairman, Charles R. Cummins, of National Carbon Company; vice chairman, Jack Civiletto, of Great Lakes Carbon Corporation; secretary, W. D. Robertson of the Niagara Falls Chamber of Commerce. The Council meets on the third Thursday of each month; the Safety and Health section on the second Thursday.

THE MOHAWK-HUDSON FEDERAL PERSONNEL ASSOCIATION held its November meeting at the U. S. Naval Supply Depot, Scotia, New York. Welcomed by Captain Harold E. Cole, SC USN, commanding officer, members were taken on a conducted tour of the depot. NSD Scotia is the east coast stocking, correction and distribution point for navigational charts for the Atlantic and Mediterranean areas. A panel discussion of the new Federal Civil Service Retirement Act was held after the tour. The Mohawk-Hudson Federal Personnel Association consists of approximately eighty members representing 35 government agencies in northeastern New York State. They meet to exchange ideas on personnel management and to make recommendations to the U. S. Civil Service Commission.

THE CHESTER COUNTY INDUSTRIAL RELATIONS ASSOCIATION heard Frank Spodnick, director of management development at

Wyeth, speak on "Personnel Administration of the Future" in December. Mr. Spodnick emphasized the necessity of recognizing the employee as an individual, not simply as an unidentified member of a group. He stated that the concept of security for the employee during the depression years was expressed in Social Security legislation. More recently it has been expressed in wages, a guarantee of the basic needs of food, shelter and clothing. Presently the concept of security may be interpreted as psychological security. There is a need to recognize the employee as a thinking, creative, and productive person, and to provide an environment that will foster these qualities. By encouraging

employees to share in making decisions, and to determine in a measure how to do the job to the best of their ability, they are then able to think, create, and produce to their full capacity and thereby truly fulfill their destiny. Through this individual participation, management can be assured of the loyalty of employees, not only of their heads but of their hearts.

New officers for 1957 are James I. Powell, Boiler Engineering and Supply Company, Phoenixville, president; William Ash, The West Company, Phoenixville, vice president; Ben A. Valocchi, Aero-projects, West Chester, treasurer; and Lucien Dick, Burroughs Corporation, Paoli, secretary. The towns are in Pennsylvania.

Attending the Conferences and Courses

EXECUTIVE DEVELOPMENT, FEDERAL TAXES, THE BUSINESS OUTLOOK, MANAGEMENT PLANNING, CONTROLS, AND FORECASTS were reviewed at the 373rd meeting of the *National Industrial Conference Board*, held January 17-18 in New York. David A. Shepard, director, Standard Oil Company (New Jersey) and Arabian American Oil Company, spoke at the dinner, on the world-wide impact of the middle-east crisis. The luncheon speaker was Lemuel R. Boulware, vice president, General Electric Company, who described management's larger job this year. Panels discussed the following: Where are we going in college recruitment? Federal tax reform in 1957. Better profits through better forecasts. Finding and developing executives today. Techniques of long-range planning. The shorter work week. The business outlook. Management control techniques at all levels.

PERSONNEL POLICIES—AN AID TO SOUND MANAGEMENT, was the theme of the seventh annual *Arizona Personnel Management Conference*, held in Phoenix, January 17-18. F. R. Coop, city manager,

Freemont, California, spoke on the modern concept of personnel administration. A panel discussed "Why Personnel Policies?" A movie on how to handle the boss was shown. Dr. Herbert Grosch, manager-applications, Computer Department, General Electric Company, Schenectady, spoke on the impact of automation on industry. Other panels considered policy—used or abused? and evaluating policies—effecting changes. Brainstorming was described as a new problem-solving tool for personnel by Dr. Carl E. Gregory, professor, personnel and industrial sociology; and co-director, creative research associates, Long Beach State College, Long Beach, California.

INDUSTRIAL EDITING PROBLEMS were worked over at the *Delaware Valley Industrial Editors Workshop* held in January in Philadelphia. Among the speakers were Harold Pressman, president of Pearl Pressman Liberty Printers; Walter Morawski, of the North American Alliance; John Frasca, of the *Philadelphia Daily News*; Harry Nickels, associate editor, *Holiday* magazine, and Vincent Benedict, art director, Gray and Rogers. There was a panel

discussion on industrial publications' part in community relations, and two films were presented.

PERSONNEL PROBLEMS RECEIVED EQUAL BILLING WITH FREEDOM OF INFORMATION at the *Associated Press Managing Editor's meeting* recently in Philadelphia. Dr. Norval H. Luxon, director of Journalism at the University of North Carolina, warned that newspapers face tough competition in the race to hire college graduates. He said talent teams from 250 big corporations interviewed seniors last year. Offers to 383 seniors averaged \$336 a month. Five journalism graduates went to GE at starting salaries of \$385 a month.

Why, he asked, shouldn't newspapers handle the problem of hiring as intelligently as do other businesses? Otherwise you face the prospect of getting only the rejects and leftovers. Luxon suggested that beginners should be told exactly what they may expect and that some sort of in-service training program should be installed. Opportunity frequently is more important than starting salary. He also emphasized that recognition is essential and that bonuses help, too. He added that men tend to gravitate to papers they can respect.

Norman Isaacs, managing editor of the *Louisville Times*, said, "We must back up our recruiting with something solid. Money and pride might get them, but not if the fun is lacking." He challenged editors to show how strong a battle they put up with their publishers on the question of pay; "Are we too timid? Do we defend low pay on the ground of dedication? . . . Let's quit all the double talk. We don't pay enough. If we don't believe it enough to fight for it, who does?"

He also asked, "How close are you to the people who work for you? How much do you know about their ambitions, their hopes and their longings? Today's managing editor must be really interested in the people with whom he works. This interest

cannot be a phony one, nor can it be visibly a burden to the boss. People with problems always pick the time that is inconvenient for you to discuss them. But you can't hurry a man who is in trouble. You must listen to his reasoning or lose contact with him.

"How many times do you lie to your people—even what we might call gentle evasions? Such as the answer to the routine question of 'how am I doing?' When a man asks that, it means that he isn't sure. He wants to know the truth. He wants reassurance, but with a cause. To handle this sort of thing properly takes more than a minute and a mumbled 'fine!' "

THE FOURTH ANNUAL WORKSHOP IN THE IMPROVEMENT OF HUMAN RELATIONS is being offered this summer by the *Boston University Human Relations Center*. The workshop will be held July 15-August 9, at Osgood Hill, North Andover, Massachusetts. Enrollment in the workshop will be limited to forty-five selected participants drawn from various occupations. An effort is made to have a variety of ages, occupations and religions represented in the membership. Teams of participants from the same community are encouraged to attend. The workshop employs the laboratory method of human relations training. Research and evaluation are integral parts of the program. Members will act as subjects in some research designed by the staff. They will have the opportunity to analyze and review these projects. Students will also work on research projects themselves. The resident staff will include: Kenneth D. Benne, director, Human Relations Center, Boston University. Warren G. Bennis, director of the nursing research project at the center; Max Birnbaum, educational consultant, American Jewish Committee; Robert Chin, director of research at the center; Francis L. Hurwitz, workshop administrator, and executive secretary of the center; Constance S. Liverman, of the

center; and Margaret Nelson Rowley, chairman, division of social science, Morris Brown College, Atlanta, Georgia.

It is possible to earn 6 semester hours of credit for the workshop experience. The course fee is \$165; room and board for the four weeks is \$128. A limited number of scholarships are available. Application should be made before May 1 to Dr. Kenneth D. Benne, Boston University Human Relations Center, 308 Bay State Road, Boston 15, Mass.

ONE GREAT AND GOOD OMEN of the developments of the past 50 years is the rise of professional spirit in management and a trend toward professional control, according to Dr. James Creese, president of Drexel Institute of Technology in Philadelphia. Dr. Creese addressed the *Society for the Advancement of Management's* ninth annual conference, held in Philadelphia February 8. He received the Society's annual award in recognition of outstanding contributions to the cause of advancement of management in greater Philadelphia.

Dr. Creese pointed out that the job of management is to deal with people so that the labor of men and the tools in their hands will not be wasted but will add to our comfort, make our lives more interesting, and assure people at all ages and everywhere their rightful expectations of life, liberty, and the pursuit of happiness.

It is here, he said, in the dealing with people, the present and future personnel, that some of the most pressing problems of management are presented. He said he was referring not only to the conflicts between labor and management but to all

the bothersome matters of rates of compensation, incentives, direct and fringe benefits, union negotiations, strike preventives and 'industrial relations.' In these matters, both labor and management are entrusting more and more responsibility to experienced and trained men, astute and often necessarily combative, but essentially professional in their attitudes and in their habits of negotiation. Back of the labor problems are human problems, the solution of which in the next 10 years is imperative. The most troublesome problems are those which arise from the new uses of power, the new instruments and methods of automation and the new devices of calculation, accounting and control. The entire work force of the country must be adjusted to the revolutionary forces of modern science and invention. Old employees need retraining and new employees must come to their work with better education.

The prospect, Creese feels, should be inviting to men who look upon business management as a profession. If management is a true profession, then a manager's duty to the public is like that of a doctor or a clergyman, or a member of the Bar. He has a commitment, like that which doctors take in their Hippocratic oath, to teach the arts of his profession to his colleagues and his successors.

Whether we are thinking about the prosperity of our own enterprises or about the good of the Commonwealth, management will be wise if it leads us all back to school. This next decade is one in which we are challenged to review and revise all the knowledge and all the arts on which we so confidently rely.

What's New in Publications

UNIONIZATION OF CLERICAL OFFICE WORKERS remains at about the same level as in 1948. Approximately 5% of major companies in the United States have union-

ized offices, according to findings of the 1956 Office Fringe Benefits Survey just completed by the National Office Management Association. A previous survey, compiled

in 1948 by the Association, showed 6% of the U. S. companies having clerical employee unions at that time. The apparent slight decrease since 1948 can well be due to a fluctuation in the sampling rather than to any significant shift in the unionization status, the Association observes.

These findings are reported by the National Office Management Association, Willow Grove, Pa., following a survey of 5,000 U. S. companies holding membership in the Association. Sizes of the companies range from less than 10 to over 5,000 office workers. Highest proportion (30%) of companies covered by the study is in the range of 26-100 office employees. Thirty-four percent of the companies are engaged in manufacturing. The survey is probably the largest sample ever used for studying the general subject of Office Fringe Benefits. It provides comparative trend data for the eight-year span on 22 separate benefits under the general classifications of Insurance, Monetary, and Leave-Type Benefits. It applies only to clerical office workers.

Greatest gain, both percentagewise and by number of companies which have adopted it, is in the granting of pay advances (59% of companies compared with 25% in 1948). Stock purchase plans have doubled in number (12% of companies compared with 6% in 1948). Voluntary severance pay has also increased from 49% of companies in 1948 to 63% this year.

Other facts revealed by the survey are: Over 90% of U. S. companies now have group hospitalization plans, medical and/or surgical insurance plans for clerical office help. In one-third of the companies, premiums for this insurance are paid by the company. There has been a slight but not significant increase in the guaranteed annual wage benefits for clerical employees: 7% of the companies offered this in 1948, 9% in 1956. Profit-sharing plans for office workers show a slight decline from 22% of the companies in 1948 to 19% this year. The survey is being made available to business and in-

dustry in booklet form, with breakdowns by geographical area, size of office, type of business, and by unionization status.

WHAT IS THE PRACTICE OF PROFIT-SHARING LIKE IN AMERICAN BUSINESS TODAY? What are some of the important trends in profit-sharing for the future? What are some of the problems in profit-sharing? These and other questions concerning the role of profit-sharing in the modern capitalistic economy are answered in the most recent publication of the Profit-Sharing Research Foundation, *Profit Sharing, the Capitalistic Challenge*, by J. J. Jehring.

This 40-page booklet consists of four studies on the practice of profit-sharing in our business world today. The individual articles are titled: "Profit Sharing, Income Pattern of the Future;" "Encouraging Profit Sharing in Capitalistic Countries;" "Profit Sharing and the Guaranteed Wage;" "Some Unanswered Questions Concerning Profit Sharing." Mr. Jehring has been engaged in research studies concerning profit-sharing for the past three years, and the articles in this booklet are based on some of the information and impressions which he has gathered through his studies. The booklet is available from the Profit Sharing Research Foundation, 1718 Sherman Avenue, Evanston, Illinois, at one dollar, postpaid.

A REPORT ON THE EFFECTIVENESS OF THE SUGGESTION BOX SYSTEM in other countries may be of interest to American personnel people. The Netherlands Institute for Efficiency has sent us the results of a suggestions box inquiry in the Netherlands. Here's what they found out. Practically all big and many medium-sized organizations in the Netherlands have a suggestion-box system. In 1955 on the average f 27- was paid for each suggestion which proved to be useful. The awards varied from f 5 to f 2250. The inquiry was made by the Suggestion Box Centre of the Netherlands Insti-

tute for Efficiency. From this investigation it also appeared that the small concerns are more inclined to reward a suggestion than the large ones. But the rewards of the large concerns are generally higher. An average of 37% of suggestions contributed earned a reward.

Besides rewards, 80% of the Dutch concerns also pay encouragement-prizes, generally to the amount of f 2.50 to f 5. An encouragement-prize is given for instance when the suggestion, although it does not come into consideration for execution, still is appreciated on certain grounds.

EFFORTS TO IMPROVE LABOR RELATIONS and increase operating efficiency should be based on face-to-face meetings between management and employees, according to the Chamber of Commerce of the United States. The National Chamber made this appraisal of employee relations practices in a new publication called "Better Business Relations through Employee Meetings," released recently.

The publication is the second in a new series of "how-to-do-it" manuals designed to help American businessmen develop better employee relations and communications. The first guidebook in the series, "Better Business Relations through Employee Annual Reports," was issued last fall.

The 24-page publication reports on the successful employee meetings practices of a number of companies. It outlines five steps to an effective meeting, explains how employee meetings can be improved, examines the profile of a good discussion leader and reviews practical, proven approaches to ten types of "problem personalities." The publication covers "how-to-do-it" from planning a meeting to follow-through for best results. It is available from the Chamber of Commerce of the United States, Business Relations Department, 1615 H Street, N.W., Washington 6, D. C., at 50 cents a copy.

SHOCK TREATMENT IN EXECUTIVE DEVELOPMENT is described in a brief item which appeared in *Personnel Administration* for January-February. The idea was originally described in *Doelmatig Bedrijfsbeheer*, from the Netherlands. Dutch management writer H. Luijk says that the Dutch have been experimenting with a sink-or-swim principle, confronting young men with difficult problems in unaccustomed situations, requiring them to make an all-out effort in order to come through, or fail miserably. This method telescopes in a short space of time the experience and lessons which normally might be gained over many years.

Some examples: 1) One of the machines in a factory was unsatisfactory. Instead of the works manager or the buyer, the operator in charge of the machine was sent to the manufacturer in a foreign country to discuss the defect. The man was quite unused to travel, had little or no knowledge of foreign languages and no experience of meeting the kind of people concerned. Though the management took a risk in sending him, the experiment was successful. The man was determined to show both his own management and the manufacturer that he could be trusted to carry out such an assignment and he spared no effort in overcoming all difficulties. He returned the richer for his unique experience, with a new feeling of responsibility and self-confidence, and so his value to his firm was greatly increased.

2) A commercial firm sent a promising young employee to America with these instructions: "We wish to be fully informed of how the so-called mail-order houses are organized in the States. Find out all you can for us—in four months we will expect you back with a full and clear report of your findings." "It was possibly a costly experiment to send a youth rather than a man of experience. But if it comes off, how valuable! Sometimes, of course, such experiments do go wrong, bringing disappoint-

ment to both management and the guinea pig."

Personnel Administration is published

bi-monthly by the Society for Personnel Administration, 5506 Connecticut Avenue, N.W., Washington 15, D. C.

Looking Over the Employee Magazines

DO YOU REMEMBER THAT DAY? asks editor Gerry Covington of *Little Southerner* readers. The question appears with a picture of a company Christmas party held 15 years ago. Happy expressions were due to the announcement of a Christmas bonus. Many employees in the picture are still with the company and can be easily recognized. A good idea that could be used by any company. The editor has also been running a series on "Know Your Company", winding up with a description of executives and their functions. Executives, the article explains, have general supervision of all the affairs of the company, make major decisions on company policy, appoint other officers and committees and delegate authority. Not only are the officers listed and identified, but the committee structure of the company is explained. The magazine is published by the Great Southern Life Insurance Company, which is evidently located somewhere in Southeast Texas, the masthead doesn't reveal just where.

COMMENTS ON THE CONTENTS, which appear just inside the cover of *Tradeland*, give an interesting assortment of items indicative of a well-balanced book. Editor Harry K. Loper has used this description of the contents of the Tradesmens Bank and Trust Company (Philadelphia) publication to good advantage. Wouldn't this whet your appetite for reading? "Crackers are big business. Biscuits by Keebler is a story of one of our customers, a story which had its beginning nearly a century ago. If you like tests, the Photoquiz is for you (pictures in this issue are taken from back issues of *Tradeland*). How long does a dollar last? "Money to Burn" tells you that and some

other things about our money. Your editor takes three pages to list just a few of a collection of unusual postmarks of strange towns. The concluding episode on our presidents covers Coolidge to Eisenhower. Did you know that 180,000,000 work days are lost each year because of the common cold? Read the cold facts. Wes Dittman introduces Harold Saxon, ornothologist. 20,000,000 bowlers are now knocking pins all over the alleys in 7500 bowling establishments. The article on page 24 may help you better your game. Mary Wantner's *Personal and Pertinent* and *Of All Things* will keep you informed about your fellow-workers. A message to you from President Large appears on the back cover." How's that for variety and interest?

WHAT WOULD HAPPEN TO YOUR CAREER AT DETROIT EDISON if you were hurt while at work? asks an article in the company magazine, *Synchroscope*. Titled "Helping Others Help Themselves", the article is illustrated with photographs of an employee who lost an arm, showing the various kinds of jobs he can still perform successfully. The article goes through the procedure, step-by-step, explaining exactly what would happen in case of an injury on the job, from immediate first aid, on through rehabilitation. Pictured also is some of the equipment available for therapy, such as special sun-lamps and whirlpool baths. In concluding, the author points out the whole attitude of the company is built around the idea of helping a man to help himself. In every injury he should return to some form of occupation as soon as possible. Fred Steiner is the editor of *Synchroscope*.

(Continued from page 412)

The Behind-the-Back Way

leaders report, and the observers agree, that personal insight, empathic ability, and sensitivity to the feelings of others have been developed and are being put to the test. More objective self-evaluations have become a part of each conference session; assiduous efforts at self-examination have become almost routine. Furthermore, skills in personal relationships, in personal conduct, in creating a permissive climate, are more fruitfully applied. They produce group-centered conferences which result in increased individual involvement and participation.

(Continued from page 416)

One Company Communicates

ment, often pinpointing causes of unrest, should it exist.

Employees communicate upward through their committees, through their regular meetings, their performance reviews, and often through the suggestion program—sometimes overlooked as a device of communication.

Most important is recognition and understanding through personal contact. If a management official visits a production section only when trouble occurs, the fact is noted by employees. At Hawthorne we work constantly to get closer to employees on all levels to merit their confidence and respect, thus maintaining open two-way lines of communication.

(Continued from page 414)

Graduates 7 Years Later

trial relations job were averaging \$597 a month. Those who transferred from other kinds of work to industrial relations jobs were getting the least money, \$561.

Professionalism in industrial relations has been rapidly developing during the past decade. It is recognized that the prac-

tice of a profession can be undertaken successfully only after the extensive study of a specialized body of knowledge. Universities throughout the country are offering specialized course work to prepare men for positions in industrial relations.

To date, there has been a dearth of information about the post-graduation job histories of the men who have taken specialized training in industrial relations. This study does not provide final answers but, as a pilot study, suggests questions for further investigation. There is no assurance that the employment patterns and salaries of the class of 1948 are typical. Repetition of this study with other classes would permit comparisons. Job progress could be analyzed in follow-up studies of a class ten, fifteen, and twenty years after graduation.

(Continued from page 419)

Annotated Bibliography

These chapters sketch in considerable detail the current status of personnel management within business organizations. Managerial aspects are stressed. Line and staff relationships are carefully explored, and the qualifications of personnel executives are related to the analyses of the professional requirements of the industrial relations director's job.

50. Pigors, Paul, and Myers, Charles A., *Personnel Administration*, Third Edition, New York, McGraw-Hill Book Company, 1956. Chapter 2.

This chapter deals with the place and functions of the personnel administrator. It stresses the importance of clear understandings by the chief executive, personnel man, and operating management about the place of the personnel department in the organization structure. Considers line and staff relations in single- and multi-plant companies, and develops the role of personnel policies in relation to personnel practices.

51. Yoder, Dale, *Personnel Management and Industrial Relations*, N. Y., Prentice-Hall, Inc., 1956, Fourth Edition, pp. 16-32.

Deals with organization for manpower management. Stresses professional aspects of industrial relations and personnel activities. Clearly defines standards of professional performance to guide the industrial relations director. Holds that professional aspects condition the kind of training that is needed for industrial relations workers. Suggests realism about the difficulty of measuring up to expectations of management and the public.

POSITIONS WANTED

ENGINEERING PERSONNEL AND LABOR RELATIONS: Mechanical Engineer, age 33, married, with BS and MS in Mechanical Engineering, is familiar with labor law, has six years varied experience in engineering department of large West Coast airframe manufacturer, desires position in Labor Relations, Wage and Salary Administration, or Personnel Management which will utilize combined background of engineering experience AND 3 years in management, negotiations, and contract administration for large technical employees association. Active in technical and professional societies. Interested in motivation and utilization of technical employees. Position must be with a progressive management. Present salary \$8,100. Reply Box 470.

PSYCHOLOGIST: Sales and market research background. Knowledge of law, real estate, medicine and security market. Prefer a position with established corporation, where the past experiences may be utilized to further the development of the organization. Age 30. Reply Box 483.

PERSONNEL: Age 35, married; M.A. degree psychology; sales manager; counselor and instructor of personnel, sales and psychology at Business College. 3 years personnel director medium size plant. Midwest preferred. Reply Box 484.

PERSONNEL ADMINISTRATION: Male, 5 years experience, BA., veteran, father, present salary \$7000. Prefer New York City area. Reply Box 485.

PERSONNEL OR TRAINING: Want an interesting and challenging personnel position. This could be in training or personnel management. 6½ years diversified experience in personnel work. Age 33. Master's Degree, Industrial Psychology. Will locate any place where there is challenge and opportunity. Reply Box 486.

LABOR AND INTERNAL COUNSEL: Attorney, 35, with B.S. and M.S. in engineering, seeks position with greater opportunity. Broad corporate experience all phases negotiation, administration, multi-labor contracts, arbitration and litigation. Experienced with incentive plans, job evaluation, workmen's and unemployment compensation, usual fringe benefits, and policies and practices for non-bargaining unit personnel. Presently employed. Reply Box 487.

PERSONNEL MANAGER: Over 15 years experience as Personnel Manager or Assistant Manager with engineering or scientific firms. Outstanding record in professional employment, policies and procedures and labor relations. Reply Box 488.

PERSONNEL: Employed but desire to become associated with personnel-minded organization. Now personnel manager in company employing 1000. Appropriate college background plus 8 years personnel experience. Married, 2 children, age 32, excellent health. Would like to locate in medium sized city near East coast. Desire salary of \$7,200. Resume upon request. Reply Box 489.

PERSONNEL, TRAINING SUPERVISOR, PUBLIC RELATIONS CHAMBER OF COMMERCE MANAGEMENT: Desire position offering opportunity & growth. Can offer unique and responsible executive background. Recipient national publicity with the Chamber of Commerce. Formerly with Foreign Operation Administration. Presently employed. Prefer South or Southwest. Age 31, married. BS degree. 8 yrs. experience. Reply Box 492.

LABOR RELATIONS: 6 years experience at staff and line level in multi-plant company dealing with 7 different unions. Assist in contract negotiations. Handle grievances. Present arbitration cases. Train supervisors in contract administration. Plus experience in developing personnel programs and policies, wage administration, training. B.S. and M.A. Seeking responsible personnel position utilizing labor relations background. Present salary \$8,000. Reply Box 493.

INDUSTRIAL RELATIONS OR MANAGEMENT DEVELOPMENT: Fully experienced in all phases of personnel and industrial relations management at both parent company and subsidiary company levels. Intensive experience in wage and salary, communications, community relations, organization, management development, long range planning and related management problems. Age 54, will relocate. Present salary \$14,000. Reply Box 494.

PERSONNEL ADMINISTRATION: 15 years excellent experience in Personnel Adm. on all organizational levels. Plant and headquarters staff. Heavy on organizing and developing programs. Graduate degree in Industry. Age 41. Desire central staff or consulting position. Reply Box 495.

PUBLIC RELATIONS POSITION: Aggressive young man 23, single, B.S.B.A. degree in August 1957. Seeks career in Public Relations. Experience in radio, advertising, newspaper, and sales. Personal Data Sheet sent on request. Reply Bob Baker, Box 1606, University of Arkansas, Fayetteville, Ark.

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PERSONNEL JOURNAL

Published by THE PERSONNEL JOURNAL, INC., *Swarthmore, Pa.*

EDWARD N. HAY, Editor

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